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A JOURNAL FOR ADVERTISERS

12 West 31st Street, New York City

VOL. XCII

NEW YORK, SEPTEMBER 16, 1915

No. 12



*We see New Hampshire as an audience sees a drop curtain.*

## The Granite State

New Hampshire's greatest gift to the nation is health. Up among her "heaven-kissing" White Mountains thousands of people renew their strength and youth each summer, leaving about ten million dollars of outside money in the State every year.

Here, indeed, is "The Playground of the Nation" affording every joy that any soul with the love of out-o'-doors can crave, and presenting a scenic beauty which baffles even the descriptive genius of the clever writers of railroad literature.

But you know all this, just as you know that New Hampshire was the native State of Daniel Webster, who did *not* write the dictionary.

Perhaps you also know that New Hampshire was the originator of Old Home Week, which has come to be a national institu-

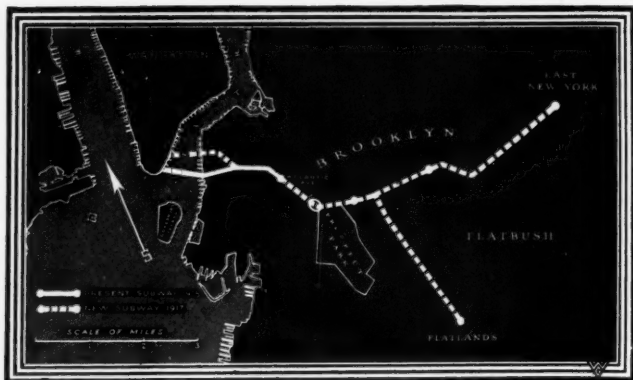
tion, and that she is the National Headquarters of the "Hay Fever" Association during the sneezing season.

However, there are other and more important things about New Hampshire which are known to all too few of us.

Most people mentally see New Hampshire as an audience at the theater sees the drop curtain. The audience views a gorgeous scenic effect without any idea of the activities going on behind the scene. We outsiders consider New Hampshire scenically, and know very little of her commercial activities.

Few of us know that there is located in Manchester the largest cotton goods manufactory in the United States. This concern employs over 16,000 workers and operates 620,000 spindles. There are many other great textile in-

*(The Ayer & Son advertisement is continued on page 83)*



**Brooklynites bought 44 Million SUBWAY tickets to Manhattan last year—and 44 Million back. *That's why SUBWAY advertising is used to "cover" Brooklyn.***

The Public Service Commission's 1914 report (latest obtainable) divides this immense total among the Subway's Brooklyn stations as follows:

Atlantic Avenue . . . . .	22,557,773
Nevins Street . . . . .	4,690,821
Hoyt Street . . . . .	7,728,747
Borough Hall . . . . .	8,963,677
	<u>43,941,018</u>

In 1917 an additional Interborough Subway will be opened to Brooklyn and two extensions will fork still further through the heart of this rich Borough.

The SUBWAY is the great channel through which all Brooklyn flows to and from Manhattan. Car card advertising in this system daily places your product before the eyes of Brooklyn's earning, spending multitude.

This advertisement details only the Brooklyn traffic of the Interborough Rapid Transit Systems. The P. S. C. report for the year ending June, 1914, gives a passenger total of 651,886,671 for both the SUBWAY and ELEVATED. Advertisers using these lines to "cover" New York receive the Brooklyn traffic as a valuable surplus. Rates are moderate.

**ARTEMAS WARD**  
Trading as Ward & Gow

*In exclusive control of all advertising space in the Interborough Subway and Elevated Systems of New York and the N. Y. & Queens Co. Ry.*

50 Union Square

New York City

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NEW YORK, SEPTEMBER 16, 1915

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## The Dangers of Aggressive Salesmanship

How "Conspiracy in Restraint of Trade" May Be Found in Sales Policies Which Seem Perfectly Proper in Themselves

By Gilbert H. Montague

Of the New York Bar

I  
SOME time within the past 18 months, an insignificant and unobtrusive little manufacturer began to market a specialty through the retail trade in a limited territory. He had a small plant where he put up the goods, and he acted largely as his own sales force, selling direct to the smaller stores. From each dealer he secured a straight contract binding the dealer, among other things, to resell the goods at a specified price.

By degrees a local demand for the specialty began to manifest itself, and one of the big stores made inquiry. The manufacturer produced his contract, which the store declined to sign. "No contract, no goods," said the manufacturer, whereupon the store filed a complaint in the office of the United States Attorney.

Now, right here let me emphasize the fact that, as regards the size of his business, this little fellow was utterly negligible. His annual gross business probably wouldn't have paid the cigar bill of any one of half a dozen concerns in the same field. To apply to him the epithets reserved for violators of the Federal Anti-Trust Laws sounds like a huge joke. Yet the machinery designed for curbing predatory business, popularly known as "trust-busting," pulverized him quietly and expeditiously.

A day or two after his interview with the big-store buyer, the specialty man received a letter from the United States Attorney's office, the first paragraph of which was in effect a subpoena. He was practically directed to appear forthwith, and show cause why he should not be proceeded against as a conspirator in restraint of trade. He couldn't have been served with a more formidable document if he had been as big as the Steel Corporation.

His lawyer had a brief interview with the U. S. Attorney. The Government demanded the cancellation of those contracts; nothing else would do; it wasn't a question of an equity suit for an injunction, but a Grand Jury case under the criminal sections of the Sherman Act; the Government would summon every dealer who had signed the contract, as well as the big-store buyer who had been refused the goods; there would be no chance for the manufacturer to claim immunity if an indictment were found; no, it didn't make the slightest difference that this manufacturer happened to be small and insignificant. The Grand Jury proceeding never took place. By advice of counsel, the manufacturer recalled his contracts, and several months later went into bankruptcy.

I have told the story of the specialty manufacturer at some length because it illustrates very clearly

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a fact which must be understood at the outset; namely, that any concern which is doing business across a State line may at some time run foul of the anti-trust laws. No manufacturer or merchant can afford to be careless in his sales methods, or in his relations with customers or competitors, and assure himself that he will escape observation because he is inconspicuous. The duty of investigating alleged violations of the law now rests on both the Department of Justice and the Federal Trade Commission, and the latter body is even more accessible to complaints than the District Attorney's office. Most of the cases which have been thrashed out in the courts have involved large concerns, but there have been hundreds of cases like that of the little specialty man, which never reached the courts at all. Rather than go to all the expense of fighting a Government prosecution, many a concern has been obliged to change its selling methods in some particular to meet the demands of the Government. Probably few cases have resulted so disastrously as that cited above, but it is not an altogether pleasant experience to be reviewed by an agent of Uncle Sam with the shadow of the Grand Jury looming up behind him, and to be compelled to go to all the expense of a more or less complete reorganization. "Restraint of trade" is a pretty broad and comprehensive term, and it is a subject in which no business man can afford to plead lack of interest.

Now the purpose of this article, and those which will follow in due course, is not to attack the law, nor to criticise the policy of the Government, nor to teach business men how to evade the law. My intention is simply to point out, from a very exhaustive study of the multitudinous court decisions in anti-trust cases, some of the acts which the Government regards as objectionable, and which are likely to be construed as evidence of an attempt to restrain trade. The vast majority of business men desire to obey the

law, and are entitled to know the specific methods of getting business which are likely to be construed as a violation of the law. Business men, moreover, *are entitled to know whether the competition to which they are being subjected by their rivals is legally justifiable.*

#### IS THE GOVERNMENT "LETTING UP"?

One other point, before we go on to the discussion of conspiracy to restrain trade as interpreted by the courts. It has repeatedly been declared, since the recent decisions in the Cash Register, the Shoe Machinery and Steel Corporation cases, that the Government was "letting up" in its prosecutions of business concerns, that public opinion was running strongly against the vigorous enforcement of the Sherman and Clayton Acts, and that the courts were showing much greater leniency towards alleged offenders. After a most careful study of the opinions rendered in those recent cases, I see absolutely no warrant for such a conclusion—except in one particular. The theory that is based upon the mere size of a concern, and the notion that because it controls a large percentage of the business in its field it is, *prima facie*, a trade restraint, seems to be losing credit. The courts refused to dissolve the United Shoe Machinery Company and the United States Steel Corporation, even though they were tremendously large, and were pre-eminent in their respective fields; but the inquisition into the *methods* by which that trade pre-eminence had been gained was as thoroughly relentless as ever. There is absolutely no indication to be found in any recorded case that the Government or the courts are disposed to relax their vigilance one iota as regards the *means by which trade is acquired.*

It may well be, as the newspapers tell us, that the Government will refrain from inaugurating any new prosecutions until after the next Presidential campaign. Possibly some of the cases now in progress will be allowed to drag. But as long as the law is



# *Successful Selling*

To merchandize any product of the automobile industry the right kind of advertising is as vitally important as artillery support for infantry operation.

At a low rate per thousand purchasing units we can deliver in excess of 100,000 paid circulation, reaching and influencing the principal manufacturers, dealers, garage owners and car users in America. Every bit of it is live circulation. Every unit is a potential purchaser of cars, accessories and supplies. We reach the wholesale and retail buyer and the consumer. Our editorial appeal is forceful.

## THE CLASS JOURNAL COMPANY

239 West 39th St.

New York

910 So. Michigan Ave.

Chicago

Branches in Detroit and Cleveland

Publishers of

## THE AUTOMOBILE MOTOR WORLD

Member A. B. C.

Member A. B. C.

## MOTOR AGE

Member A. B. C.

## MOTOR PRINT

Member A. B. C.

on the statute-books (and there is no present indication that it will not remain there) no business man should persuade himself that he need not respect it. His acts of to-day and to-morrow may be used 20 years hence as evidence of conspiracy, if some future Attorney-General shall choose to examine into them. The records in the Cash Register case show how the competitive acts of times long past may enmesh with deadly results in the proof of a constructive conspiracy. The Government can probe the history of a business as far back as it likes in the search for a plan of action in the form of a conspiracy, and in order to convict it is only necessary to show that the conspiracy *continued* down to a date within three years prior to the indictment. Any security which is founded upon temporary non-enforcement of the law is the falsest kind of security.

#### WHAT CONSTITUTES A CONSPIRACY IN RESTRAINT OF TRADE

The Sherman Act of July 2, 1890, declares that combinations and conspiracies in restraint of trade are unlawful, also attempts to monopolize. The Clayton Act, of October 15, 1914, singles out certain specific kinds of acts, such as price discriminations, tying contracts, etc., and declares them unlawful *when the effect of them is substantially to lessen competition*. Whether the Clayton Act really adds anything to the earlier statute is debatable, but this much is certain: that in any case the object of the law is to prevent restraint of trade by means of agreements between two or more individuals or concerns. The agreement, or the conspiracy, is the offense, and *not* primarily the overt acts which may be alleged as proof that an agreement actually existed.

It is important that the foregoing distinction be kept clearly in mind. It is perfectly proper, for example, to require one's salesmen to make reports concerning the sales of competing products in their territories. There is no law against such a proce-

dure; in fact, it is common practice among business men generally. But that harmless and almost necessary practice may react with deadly effect if, at the same time, the company is indulging in other practices which, when taken together, indicate a *plan to restrict competition*.

A case in point is that known as the "Turpentine Case," which came before the Supreme Court of the United States in 1913 (Nash vs. United States, 229 U. S., 373, 1913). This was a criminal suit under the Sherman Act, brought by the Government against certain officials of a turpentine company as individuals, and the Government alleged a series of competitive acts as proof that a conspiracy to restrain trade and crush competition had been entered into. Some of the acts were plain violations of local laws. Among these were fraudulently grading, regrading and raising grades of rosins and falsely gauging spirits of turpentine. Most of the acts charged, however, considered in themselves and separately from each other and from the surrounding circumstances, had apparently violated no local laws; and these comprised the charges on which the Government chiefly relied in obtaining the conviction of these officials.

Included among them were the following acts of aggressive salesmanship: bidding down turpentine and rosin so that competitors could sell them only at ruinous prices; causing naval stores receipts that naturally would go to one port to go to another; purchasing thereafter a large part of the company's supplies at ports known as closed ports, with intent to depress the market; refraining from purchasing any appreciable part at Savannah, the primary market in the United States for naval stores, where purchases would tend to strengthen prices, but instead taking the receipts at the closed ports named in a basis of the market at Savannah; coercing factors and brokers into contracts with the defendants for the storage and purchase of

(Continued on page 96)

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# ANCESTRY

Early in the '50's when this illustrated paper was in the fifth or sixth year of its career, as the Home Journal, the editors nailed this pardonable boast to their "masthead:"

"This copious, comprehensive and elegantly printed Family Newspaper is now acknowledged to be the *indispensable drawing-room gazette of the country.*"

Filled with intimate gossip, this musty old file is as true a reflection of its day as the TOWN & COUNTRY of the present year. Half a century ago New York was sufficient unto itself. Hither came the great musicians, authors, actors and lecturers, but men and women of social distinction were never scattered so broadly over the face of the earth as they are today.

Yet, today the noteworthy socially are bound together by as close a boundary as if they were edged within the confines of the island of Manhattan. They are surrounded by the interests which they have in common and the TOWN & COUNTRY of today covers this vastly broader and more diversified field, whether it stretches to Palm Beach or Paris or the Riviera or Cairo, with the same intimate understanding that distinguished its illustrious predecessor half a century ago.

# TOWN & COUNTRY

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# Lowering the Hiring Cost

A Manufacturer Trains Men on Their Own Time, and Practises Other Economies

By Harold Whitehead

"IT'S bad enough to find good stenographers, but getting salesmen who can *sell* is a problem that I've not been able to solve," said Jim Huttie, sales manager of the Model Motor Car Company.

Mr. Fosdick, head of the business-help bureau, nodded sympathetically—he supplied the company with all its office help, so felt an interest in Huttie's problems.

Huttie took up a slip of paper and ruefully scanned some figures on it. Looking across his desk to Fosdick, he said:

"Perhaps you can give me the 'outsider's viewpoint' that our advertising agents talk about, for the problem of employment is one you should know something about."

"Glad to give any help I can," said Fosdick. "Tell me how you get your salesmen now."

"It's like this," began Huttie, "I don't believe in straight commission work. A fellow must have his board bill paid if he is to do good work; neither you nor I could get business if we were worrying about where next month's rent was to come from."

"Feeling this way, I abandoned the straight commission plan, and in place of it give the men \$15 a week for salary and car fares, and a five per cent commission. Our car sells for \$550 complete, as you know, and our men average three cars a month. This means that the regular men average over \$30 a week."

"We will give a man about two months to show what is in him. Two weeks are spent in the factory so that he can learn the car. Then he spends some time with a demonstrator and in a branch office. At the end of two weeks he is given some leads and expected to know the car and our methods of selling it sufficiently well to be able to get business. If he sells one car in the first six weeks and has some prospects lined up, there is hope for him;

if he doesn't sell anything by the end of the seventh week, we take him off the selling force, give him a week's notice, and have him turn over his prospects to one of our regular men.

"Our regular men turn many of these prospects into sales, and we like to believe that enough extra business is secured to at least break even on the expense."

## COUNTING THE COST

He took up the slip of paper again, and continued:

"I find, however, that out of every 24 men put on, only one makes good. The average time these weaklings last is four weeks. So I figure it costs us \$1,440 to get a single salesman—I mean a *real* salesman who becomes a permanent addition to our sales force."

"Not only that, those 23 'lame ducks,' besides not getting business, must kill a lot that a good man would have secured."

Huttie leaned back in his chair, and with a quizzical grimace said to Fosdick:

"If you can show me how to reduce the cost of getting good salesmen, you can name your own terms; and you can sell the method to hundreds of concerns facing a similar problem!"

A few moments' silence, and then Fosdick said: "Do you hire all the men from the home office, or do you expect each branch manager to hire his own help?"

"We expect the branch managers to keep one eye open for possible salesmen, but they cannot get enough. Neither do they seem to train the few they find properly. They get some men, but we have to continually feed new men to them."

"I don't know but that I can be of use to you," said Fosdick slowly. "I know a man who has made a study of this problem—would you like to have me tell him to call on you?"

# THE BLIZZARD IN SAN FRANCISCO

In January a year or so ago, the advertiser of a nationally sold product had occasion to advertise in San Francisco. One of the Company's advertisements in New York had illustrated the bad climatic conditions of that month to show the adaptability of its product to such conditions. The scene showed the snow swirling about a well-known New York thoroughfare, traffic blocked, people bending before the blast—it was very realistic.

The same advertisement was used in San Francisco. A touch of local color was added by substituting a prominent street scene of San Francisco for the New York scene.

The idea was splendid, but was somewhat spoiled by the fact that snow was not swirling in San Francisco then, and had hardly been seen there for years. They don't have blizzards in the glorious climate of the Golden Gate.

It wasn't a serious mistake, but it illustrated to Californians that the advertiser didn't know much about their state, and Californians are rather proud.

Local color is valuable in advertising, but to be effective it must be based on actual conditions.

With its organization of offices on the Pacific Coast, in the East, the West, and in Canada, The H. K. McCann Company is in a position to know what local conditions are, and to portray them accurately.

*We Have A Man Who Knows* is the title of a book that gives some idea of the organization and work of this Company. We would like to send it to you.

## THE H. K. McCANN COMPANY

New York      San Francisco      Cleveland      Toronto  
At New York — 61 Broadway

"If he is one of those 'efficiency experts,' no," said Huttie. "I've no belief in this modern wonder-worker, who chooses men because they have a wart on the side of their nose, and who can analyze all problems (except his own) just by sitting at a desk!"

Fosdick laughed. "Better see him—he may give you some ideas, if nothing else."

This is why Billy Rolton one day found his way to Sales Manager Huttie's office and heard the story just recited.

The result was, that Billy went through the factory, took a ride in a Model, talked with various salesmen and branch managers, and also with a few Model owners.

He then sent a report to Huttie, extracts from which follow:

"I believe it costs you over \$2,000 for each man you develop rather than \$1,440, the figure at which you arrived. For nearly three weeks the new man simply learns the car and your selling methods. His time is unremunerative, and also the time given to him by other men. Factory men, salesmen, branch managers, demonstrators, all give time to these new men. The time thus given must be considered in this salesmen-developing cost.

"You suggested the production of a sales manual. That I cannot endorse. To be in any way complete would make it too bulky, and the men either would not read it or read so much at once as to get mental indigestion.

"Instruction to be successful must be in small doses and administered often. You would be well advised to build up a selling course for your regular men to study individually—which would have to be handled by correspondence. This would keep them keyed up, besides developing their selling abilities. In addition to this, monthly round-table discussions could profitably be held in each branch.

[Here follows methods of correspondence instruction and round-table meetings, but as they are not directly concerned with this article, they are omitted.]

"For your new men, however,

I would recommend a personal training along the following lines:

"First—Find out what *qualities* a man needs to be successful in selling the Model Car. One thing I notice is that the front seat is none too wide, and if two *big* men were in it together they would feel crowded; so the salesman should not weigh above 170 pounds, unless of slim build. Then he will never lose a prospect who thinks the seat is too small. This is only a sample of what I mean by *qualities*. The others I will discuss with you if desired.

"Second—Advertise for men and pick only those who seem to have the qualities desired. Choose men already employed, as a general rule.

"Third—Train those men *before* you hire them.

"The method of doing this I suggest be as follows:

"Run an advertisement in all the local papers similar to the one given below:

THE MODEL MOTOR CAR CO. has vacancies in different parts of the country for salesmen of merit and ability. The company has arranged with William Rolton to train all acceptable applicants at the company's expense. A permanent position will be given to all men who complete this course satisfactorily. Apply in person Monday, Tuesday or Wednesday between 8 a.m. and 7 p.m., at the Eishorn Hotel.

"All applicants who measure up to requirements can be told to meet on some date, to be decided, for the first lesson. The course will be given one evening a week for ten weeks.

"The men chosen will have no need to give up their present jobs until they have proved their acceptability to the company. The training is given them in their own time, and without wasting the time of any of your employees.

"The course will be divided into two parts. The first part, consisting of five sessions, will be on the principles of selling, the importance of increasing personal efficiency, methods of approach, sizing up the customer, following up leads, finding new leads, etc. At the end of each session the men will be given some questions which they must answer in writing and turn in at the next session.

"The appearance of these answers, the phraseology used, the logic displayed, etc., will help us to judge the men's possibilities. The regularity of their attendance will show if they possess promptness and stick-to-it-iveness.

"Their personal appearance, noted week after week, will prove an eloquent testimony to their personal habits.

"The second part of this training, consisting of five sessions, will be on the Model Motor Car, its construction, its advantages, records, cost of upkeep, etc. Also, the best way of demonstrating the car.

"The men who survive the first half will be expected to learn the car so thoroughly that they will be able to answer questions about it promptly and also to sell it to one of your men before the class. The 'buyer' in these demonstrations will bring up the usual queries and objections which the 'salesman' must be able to satisfactorily answer.

"The 'salesman's' *method* of showing the car will also be watched and errors corrected.

"The last session will deal with the company's sales methods. All who survive to this session will be sure of a job with the company.

"The result will be that the men who can keep up the pace through the whole ten weeks will be trained sufficiently in the Model Motor Car and the company's methods of selling to enable them to start *productive* work the day they come on the payroll.

"No one will have to spend valuable time in training these men, for that will be already done.

"What will cause the men to fall down?

"That cannot be answered fully, for it will depend on circumstances. Habitual lateness in getting to class, general untidiness, failure to turn in written work, failure to comprehend the car's mechanics, signs of liquor breath or cigarette-stained fingers, are all causes for telling the men not to come again.

"While a man may 'spruce up' for one interview, his natural habits will be expressed in subsequent meetings. This frequent

meeting and probing into the men's qualifications will enable us to reject weak men who otherwise might get a chance through making a fair impression on the first interview."

[The actual plan is developed in more detail, but this will be sufficient to show the *method*.]

Huttle read the report through twice. Then he saw Billy Rolton and a long, earnest conversation followed, the outcome of which was that Billy had instructions to go ahead and see if he could produce ten men for the first class held.

The many incidents, amusing and sad, that developed during this training have no place in this article. It is sufficient to assure the reader that many unexpected happenings caused modifications in the instruction.

A weakness which showed only after the termination of the course was not taking into consideration the temperament of the branch manager under whom the men were to work. More care given to this would have made the work more successful than it was.

The following tabulation tells the story:

Number of applicants interviewed.	247
Number of men entered for the course .....	29
Number of men retained at end of first section of training course...	11
Number of men finally employed..	7
Number of men who sold one or more cars within four weeks and who became permanent salesmen for the company.....	3
Rolton's fee, advertising for men, hire of hotel room for interviewing men, hire of classroom for first section of course (the second section was held in the company's showroom).....	\$1,058.00
Cost per successful man.....	\$352.67

The old method was wasteful in money and time; prospects were spoiled by ill-trained men; the problem of securing salesmen was always a drag on the efficiency of the sales department; *and*, the cost of getting men, on the lowest estimate, was \$1,440 each.

The new method relieved the sales department of the job of hiring and training men; the amount of "killed" business was materially reduced; *and*, the cost of getting men reduced to \$352.67.

# Sales Letter Experiences with Two Million Customers

Training the Correspondent to Do His Work Effectively

By Charles R. Wiers

Manager, Correspondence Department of Larkin Company, Buffalo, N. Y.

A CORRESPONDENT should be a living embodiment of the kind of enthusiasm that enriches and inspires. A great engine standing silently upon the track may represent the genius of a hundred men, but it requires steam to move its wheels. What steam is to one of these ponderous pieces of mechanism, enthusiasm is to a man. It's the driving power. It's the vital spark—the Alpha and the Omega of all worth-while achievement.

The best way to make a correspondent enthusiastic is to let him serve a brief apprenticeship in the various manufacturing departments before he writes any letters, as no man can impart to another what he does not know himself. In our business we conduct a school for our new correspondents, in which we teach them the company's policy, while for those who have taken up actual work we hold meetings every two weeks, when we have written examinations, talks by buyers and heads of departments or a review of the results shown by our Examining Department. Outside of the methods already mentioned, we try in so far as possible to get our correspondents acquainted with the quality of our products by using them in their own homes. Our plan of education prevents the sending out of senseless and indifferent letters, although there are still times when we fail to hit the bull's-eye.

A short time ago while examining the letters of one of our young men at Peoria, I found that one of his answers to a coffee complaint practically agreed with the customer's statement that it was no good. I sent for the young man and told him that I didn't believe he liked our coffee. He

said I was right. I asked him why, only to receive the answer that his mother had used it about a year previous with such poor results that she had left it alone ever since. I then asked him if he were positive the coffee was at fault. "Yes, sir," he answered most emphatically, adding that his mother was an expert in preparing coffee. That night the young man took another can home, with the suggestion that his mother subject it to a more careful test. Two days later he reported that the results were fine. On the strength of his report he was given an opportunity to write another letter on the same complaint.

## KNOWING THE SUBJECT IN HAND

The difference was like that between daylight and darkness. His first letter was a huge joke because he didn't know what he was talking about, and as such it was on a par with thousands of other letters sent out daily from business offices all over this country. His second letter did him credit because the knowledge he had acquired of our coffee by subjecting it to an intelligent test enabled him to write in a way that would convince and enthrall any person susceptible to reason.

The correspondent should be a diligent student of human nature. To understand human nature, to be able to read men, their moods, their temperaments, their intensity, to discover their vanity, their vulnerable points, their likes and dislikes are every bit as necessary to the man who seeks to serve the public advantageously as paint and brush and canvas are to the artist.

A young woman in our office wanted to be excused one night when we were to work overtime. She applied to her chief clerk for the necessary permission, giv-



ing as her excuse that she wanted to go to a ball. The chief clerk turned her down by proposing a compromise. She appealed to one higher in authority and said that she wanted to be excused in order to get uptown in time to have her hair dressed. Consent was immediately given, with the understanding that she was to tell her chief clerk and also be on the job the next morning. She refused to see her chief clerk again, stating that he wouldn't appreciate her reason.

That chief clerk is typical of many inhuman men who are trying to deal with people either verbally or upon the written sheet. He has his ideas about things in general and he thought that everybody should conform to them. Not an easy job as you will concede. No man can get a response from others unless he aims to sympathize with the things that are pleasing to those he seeks to influence.

For more proof of this let me tell you about a New Hampshire woman who received a baby-carriage from us in a damaged condition. She complained promptly, only to be told in answer that if she would have her freight bill endorsed and return the damaged carriage, we would send another. She answered, saying that if she returned the carriage, which wasn't useless by any means, she would not have anything in which to transport her baby. For that reason she believed it would be a good idea, so long as she had paid for a perfect carriage, for us to send a brand-new one and she would return the damaged one upon the arrival of the new one. We complied with her request and also changed our entire policy of replacing damaged articles. Customers can teach all of us many things that are decidedly worth while. We should listen to their teachings because in the last analysis the customer is the supreme boss of any business. The more we seek to understand a customer and the more we try to do what he wants done, within the bounds of reason, the more generously will he respond to our appeals.

Again, the correspondent must work his imagination overtime and also do a lot of dreaming. The man who can get away from the boundaries of his own little world into the world of the other man can be relied upon to write letters that will be big and broad and gracious from start to finish.

#### DELIBERATION IN WRITING

The good correspondent will have his every move dominated by a helpful spirit. Few men seem to believe when they start to compose a letter that it must be truly helpful from start to finish. The average letter-writer gets an idea at 8:30 and then seeks to have it whipped into shape to convert the multitude at 9:30. Gerald Stanley Lee, in his admirable book on "Crowds," was right when he said that "Christ was crucified because the crowd was in a hurry." The public is being crucified every day because our modern commercialism craves the shekels and these in a hurry, no matter what may happen in the operation. A letter has no permanent value to it unless it is written deliberately, with the idea of helping the person addressed.

To get an order for something from some person who can ill afford the expenditure is of no credit to the one who gets it unless the purchase confers a real benefit. To influence somebody else to do this or that and then stand all puffed up, asking others to behold your achievement, is a hundred miles from being creditable, unless the performance actually represents a signal contribution to real character.

By way of illustrating this point I quote below the substance of a letter which brought the desired result from a teacher, who, by reason of losing his home by fire, asked us to cancel his unpaid account of \$32:

"Frankly, we do not consider it right to cancel your unpaid account of December 3. nor do we believe you do yourself full justice in making such a request. As we see it, you will be a whole lot better off by simply making up your mind that some day or other

# YES, the South supplies the world with Cotton—

and will this year derive over a billion dollars from the staple and its by-products.

## But—

Cotton constitutes only **29 per cent** of the value of the total annual production of Southern farms.

Moreover, here's a fact of supreme significance: The value of the Southern **grain crop** this year is over **\$100,000,000 more** than the most valuable **cotton crop** the South has ever produced.

And the **\$4,000,000,000** in Southern manufactures exceed the value of the total farm products by over **\$1,000,000,000.**

This is the second of a series of advertisements prepared by THE MASSENGALE ADVERTISING AGENCY, Atlanta, Ga., for the members of the S. N. P. A.

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# NO, the South positively is not dependent on Cotton.

¶ The 30,000,000 people of the South this year possess billions of dollars in Agricultural Products, Manufactures, Mines and Lumber. They now have deposits in the National Banks alone of \$735,561,874.50.

¶ This huge potential purchasing power is at the disposal of the national advertiser. And it can be successfully reached through the medium of the Southern newspapers, that excel in circulation quality and rate economy. Investigate!

*For full information as to rates, circulation, territory, jobbers and the like, address papers direct.*

## ALABAMA

Birmingham, Age-Herald  
Birmingham, Ledger  
Birmingham, News  
Gadsden, Journal  
Gadsden, Times-News  
Mobile, Item  
Mobile, Register

## ARKANSAS

Little Rock, Arkansas Democrat

## FLORIDA

Jacksonville, Metropolis  
Jacksonville, Times Union  
Tampa, Times  
Tampa, Tribune

## GEORGIA

Albany, Herald  
Atlanta, Constitution  
Atlanta, Georgian  
Augusta, Herald  
Macon, Telegraph  
Savannah, News  
Waycross, Journal

## KENTUCKY

Louisville, Courier Journal  
Louisville, Herald  
Louisville, Times

## NORTH CAROLINA

Asheville, Citizen  
Asheville, Gazette-News  
Charlotte, News  
Charlotte, Observer  
Greensboro, News  
Raleigh, News & Observer  
Raleigh, Times  
Winston-Salem, Sentinel

## SOUTH CAROLINA

Anderson, Daily Mail  
Charleston, News & Courier  
Columbia, Record  
Columbia, State  
Greenville, News  
Spartanburg, Herald

## TENNESSEE

Bristol, Herald Courier  
Chattanooga, News  
Knoxville, Journal & Tribune  
Knoxville, Sentinel  
Memphis, Commercial Appeal  
Memphis, News Scimitar  
Nashville, Banner  
Nashville, Tennessean

## TEXAS

Galveston, News  
Texarkana, Four States Press

## VIRGINIA

Lynchburg, News

Members of THE SOUTHERN NEWSPAPER PUBLISHERS ASSN.



## ***The Hunter Hunted***

In the past a certain type of merchant has regarded the public as fair game. The advertising columns of otherwise reputable journals have been the preserves in which he has planted his decoys.

But now the hunter is hunted. The New York Tribune has declared that every season is an open season for lying advertisers. Its Bureau of Investigations is a game warden for the protection of the public. If any one is going to take pot-shots, Samuel Hopkins Adams is the man on the trigger.

The advertiser who used to think that exaggeration was an excellent weapon is finding that it is really nothing but a blunderbuss.

## ***The New York Tribune***

*First to Last—The Truth:  
News—Editorials—Advertisements*

not too far distant you will pay for all the goods we shipped to you in December.

"You know that as a teacher you have often found it necessary to review the lives of some of those who have made a place for themselves in the world's history. You have observed that some of our greatest men—Columbus, Washington, Lincoln, Garfield, Roosevelt, Wanamaker, Girard, Stevenson, Fulton and any number of others—were confronted at one time or another in their lives with emergencies that seemed almost insurmountable. To the credit of these men, though, they never gave up. No one of them ever tried to shift the responsibility which was rightly theirs.

"In the light of these arguments, the truth of which you must admit, do you not see that you would simply weaken yourself if you were to give up at this time, when you really should marshal the best that's in you? We would be unfriendly to you if we permitted any such thing. We would also show a lack of confidence in your ability to make good if we did not make you a counter proposition such as will help you to pay your bill and also face the world with an absolutely clear conscience."

#### PAPER AND PRINTING

The next in line in the making of a distinctive letter is the paper and printing. Cheap paper and a corresponding grade of envelopes are indicative of a cheap house. They retard sales and invariably create an unfavorable impression. And because they are not conducive to good results is just why every firm with a desire to get the most out of its letter-writing should be scrupulously careful to use only the best paper and envelopes obtainable. White paper, linen or otherwise, if of high-grade stock, combines quality, dignity and individuality, and is, therefore, recommended above all others. Closely associated with the paper is the printing and lithographing, which, if neglected or overdone, will destroy the purpose of the letter and make the firm

back of it an object of ridicule.

To forestall any such thing, how should a letterhead be prepared? First of all, shun the circus-poster style as you would the ravages of a cyclone, and aim to explain your business in a few words, with the aid of neat and simple type. Eliminate all deception. Don't reproduce a ten-story building when your whole establishment occupies only one room in it. Don't show a view of your factory buildings spread all over Christendom, when they utilize only a corner lot of a small block. Don't print on your letter that it is from some particular department, that it was dictated by "A," examined by "B" and checked by "C," when your whole outfit consists of only one department and one clerk. The absolute truth on your letterhead, both in word and picture, will always look better and carry more genuine conviction than a fancy mass of lithographed lies and exaggerations.

Let us consider some of the features that should be conspicuous in the letter itself. There is the matter of brevity.

This one subject alone is being preached indiscriminately from the alleys and housetops until to-day an impression has been created that a letter with some length to it must inevitably result in failure. Brief letters are all right when they are in order, but mighty bad when the case deserves something else. Business managers should recognize this, even though they are afflicted with the habit of hanging neat little cards all over the office with the preachment on them—"Be Brief." Trivial matters, such as acknowledgments, require only a few lines, while facts bearing upon sales and complaints should never be placed before a customer sparingly. And in no instance should a customer ever get a brief letter because you look upon his request or complaint as insignificant, or because he has said something that, on the spur of the moment, makes you angry. Letter-writers often become so smitten on themselves or the greatness of their house as to believe that things small to them must be

small to the customer. The truth is that what may seem small to you is often big to him. His perspective is the one to which your letter should always be addressed. His questions, complaints or whatever they may be, deserve to be treated seriously. His criticisms, even though brutal, should always be answered with the utmost courtesy. The points made by him should all be covered in detail, so that he will be convinced that you are not a dodger nor a man who gives his time and energy grudgingly.

In the case of complaints, the correct handling of which determines much of the success of any business, you will find that in a general way they resolve themselves into two classes—(1) actual trouble; (2) inability of customer to use an article intelligently.

Trouble cases deserve a thorough and liberal proposal for immediate adjustment. The letters bearing upon them should be clear, short, sympathetic and courteous, but strictly to the point. A man who is in trouble must be helped out of it quickly. Quite the opposite is the case where it becomes necessary to patiently educate a customer who hasn't been able to use something bought of you on account of its complications. He is entitled to a technical description, together with detailed instructions, and last, but not least, by any means, to an assurance that you want him to write again provided he has any further trouble. You could not do justice to such a man in a short letter.

#### BREVITY ESSENTIAL—AND YET NOT TOO MUCH OF IT

The art of writing a brief letter should be rigidly cultivated, but if brevity is overdone, the finished product is sure to be curt and inexpressive. The result is an offended or dissatisfied customer, and a man or woman in that frame of mind can do more harm to the square inch than any other animal that has ever been brought into captivity.

An idea quite prevalent nowadays is that the best plan to convert the other fellow to our way

of thinking is to constantly tickle him with a goodly supply of fancy bait put out in the form of pretty but insincere sentences. Of such a man it can be aptly said that he is playing a losing game. You cannot compose a masterful letter with the power to produce the kind of results that endure unless your thoughts are strongly fortified by sincerity and truthfulness. This does not mean that praise is to be banished from the business letter, nor does it even intimate that the kindly word of sympathy or encouragement is ever to be forgotten. It simply suggests that whatever you say to the man who may be 500 miles distant should be an earnest heart throb—an honest, manly expression of just how you feel toward him and what you can and will do for him. In a word, a letter is never at its best unless it manifests an intensely human interest in the one to whom it is addressed. Put people instead of meaningless generalities or mummified expressions to the front and you will be on the road that is paved with good results. By way of emphasizing this thought I cannot do anything better than to quote from a timely article by Mr. Cottingham, president of the Sherwin-Williams Company:

"The great factor in selling is the human factor, and not the things we sell. The things must be right, of course; but it's people who buy and use the things, and, therefore, it's people whom we must interest and deal with in getting rid of things.

"Too many business men are paying too much attention to the things they make and not enough attention to the people who make them, the people who sell them and the people who use them. It's not things that make life—it's people. It's not things that make business, it's people—people with red blood in their veins, men and women with hearts and feelings and aims and ambitions—men and women susceptible to encouragement and sympathy and training and discipline.

"The sales department must recognize this difference between

things and people. It must understand the importance of the human factor. It touches all sides of the sales proposition."

#### CONCESSIONS AND ARGUMENTS

When you are making an allowance or any other concession, see to it that your advice concerning it is couched in the most cheerful terms and put in the first paragraph of your letter. After you have complied with the wishes of a customer he naturally feels good and is in a receptive mood to accept favorably what you may care to say by way of explanation or suggestion for the future. I can best emphasize this point by referring to a long letter I received a short time ago in answer to a request that I have nine good razor blades sent me in exchange for nine bad ones; at least I considered them bad because they reminded me of files. My opinion in the matter, right or wrong, was worthy of much consideration, as is the opinion of the user of any article. The firm, in replacing these blades, began its letter with a nine-line paragraph boasting of their fairness, then added several more explanatory paragraphs, while in the last paragraph I was informed in one line that nine other blades had been sent to me. You will see that if the replacement advice, in which I was most interested, had appeared in clear-cut terms in the first paragraph of the letter the remainder would not have lost its force.

On this same point let me tell you that it doesn't pay to argue with a customer, as he is the one who keeps your establishment going. Argument with him cannot produce anything but dissatisfaction and antagonism. You cannot get every man to do business as you would do it. If you could, there wouldn't be anything attractive in the game of business. So take it for granted that your customer is doing things according to the light given him, and, whether he is whimsical in method or repulsive in personality, extend him the best your time and talents will permit. If you happen to be

dealing with a woman who has many things to say, pleasant or otherwise, let her say them without unfavorable comment from you, as to-morrow she is unlikely to forget something unpleasant from you. If a customer wants his money back, send it to him quickly, and be sure that whatever you say about the refund has no strings attached to it. If you are asked to accommodate a customer in a way entirely foreign to your complicated system, take care of him first and let the system come trailing along afterwards. An Irish washerwoman complained recently to our Philadelphia branch about being short ten bars of laundry soap. The clerk in charge thought he would defend us the best he could by explaining at some length our methods for packing, checking, etc., while the washerwoman patiently listened. After he had finished she said: "Yis, but how about me tin bars of soap?" She wanted soap and not system.

#### EXTENT OF RESPONSIBILITY TO CUSTOMERS

It's no uncommon thing in all offices to receive complaint about some article or articles shipped a number of years ago. We cannot eliminate delayed complaints because some men were born with the slow habit and will continue to be hitched to it until Gabriel blows his trumpet. The sensible adjuster makes proper allowance for people of such a type and in adjusting their complaints forgets the delay and deals with the facts. The question of whether one's responsibility toward a sale ends after a term of years should have little, if any, influence. I doubt if there are many men, no matter how gifted, who can tell with any reasonable degree of accuracy as to when responsibility ends. If you were to press me for an opinion I should say that it never ends. In our business we occasionally get complaints about goods shipped five or six years ago and sometimes longer. The persons making them are, as a rule, conscientious in their belief that they have a real grievance entitled to adjustment in accordance with their



wishes. They expect us to take them seriously instead of criticizing them for not complaining promptly. We believe that the only way to handle such people is to help them, and this we always do, unless their propositions are totally absurd.

Only a few days ago we received a complaint from a customer who said that a set of dishes she bought eight years ago began to craze soon after she received them, with the result that she became so disgusted as to desert us in favor of a competitor. We learned of this grievance through a follow-up letter sent out by our advertising department, and immediately proposed to her that she have the set securely packed and returned to us, by freight, when we would gladly exchange it at our expense for another set. She complied with our request and also accompanied the bill of lading with a \$15 order. The set of dishes upon its return showed that the woman was right. Her reason for delaying the complaint we never found out, although we believe she thought a bunco game had been worked upon her and accordingly dropped us like a hot potato. On another occasion a woman claimed that she had returned first a rug and then a dress to us without receiving anything in exchange. We wrote her repeated letters to find out when these articles were originally ordered and when and by whom they were returned. Our efforts did not avail anything, but still the woman persisted that she had a case. Finally we took the ground that where there was so much smoke there must be a little fire and duplicated both the dress and the rug, only to receive by return mail a \$23 order.

I could go on and cite cases like these indefinitely, but believe the two mentioned will serve to prove my point—that it's worth while to adjust old complaints strictly on a customer's word, even though you may not have a scrap of paper to prove the right or wrong of the claim. A satisfied customer at any reasonable price is an investment that always brings an ever-increasing dividend.

Bear in mind that when a letter leaves you it is gone forever. If it shows evidence of a big man it will positively do you some good. If it shows evidence of a little man it will surely do you great harm. Comparatively few business men fully comprehend the influence of the average letter. Little do they realize that in thousands of cases it circulates widely beyond the person addressed. Seldom do they stop to consider that a letter, properly worded, may represent the persuasion of a salesman, the thoughtfulness of a friend, the wisdom of a counselor.

### Death of O. R. Johnson

O. R. Johnson, business manager of the Indianapolis *News*, died September 5, aged 59 years. His connection with the *News* dates back to 1900, when he became advertising manager of the paper. Later he was advanced to the position of business manager, which he retained to the time of his death.

His previous newspaper experience had been of an editorial nature, upon the old Indianapolis *Journal* and the *News*.

### Henry Schott Goes with Montgomery Ward

Henry Schott will retire October 1 from the Ferry-Hanly-Schott Advertising Company, of Kansas City, being succeeded as president of the company by Wallace J. Ferry. The name will continue, for the present at least.

Mr. Schott has been appointed director of publicity for Montgomery Ward & Co., of Chicago, in charge of all advertising and catalogues.

### W. W. Frazier Joins Special Agency

William W. Frazier has resigned from the advertising staff of the New York *Herald* and will be associated with M. C. Watson, Inc., Special Newspaper Representative.

### J. C. Bull Associated With Frank Presbrey Co.

J. C. Bull, formerly advertising manager of *Scribner's Magazine*, is now associated with the Frank Presbrey Co., New York, as a vice president.

### Dunlap-Ward Has Hydraulic-Press Brick Account

The Dunlap Ward Advertising Company, Chicago, has secured the advertising account of the Hydraulic-Press Brick Company.



## Two Floors are for Rent in the new Hill Building

### A Good Place For A Human Being to Work

This is a building in which men and women are glad to work—in which they are comfortable and healthy. And because health and comfort promote efficiency and industry, the employer gets full benefit, too.

The Hill Building—"the building built for printers"—stands on a corner. It is a twelve-story building the usual sixteen stories high, of white tile and glass—mostly glass. Inside, light floods in everywhere, but no noise nor dust enters because the windows are kept closed. Washed air—30 cu. feet per minute for each person on each floor—is pumped through constantly—a continuous, fresh, pure stream of air.

On each floor are two sanitary drinking fountains—filtered and chilled water is supplied free.

The Hill Building is safe—not a splinter of wood in the entire structure. The insurance rate is the lowest of any building in the city—14c on the contents.

The Hill Building was built by a publisher. There is every convenience to expedite and economize good printing—nor has the human element been forgotten for one minute.

The two floors still vacant may be rented separately or together. If you are interested we shall be glad to put the full particulars before you.

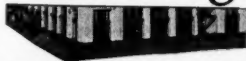
Address Mr. Dibble—  
**Hill Publishing Company**  
10th Ave. at 36th St. New York City



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## *A Building Built for Printers*

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# 495,287

is the print order for the October issue of Hearst's Magazine.

It is a gain of 70,287 copies over September issue and a gain of 220,000 over October a year ago.

A new schedule of rates has been announced effective October 15, 1915.

Up to that date definite orders will be received at the rates now in force—these rates being based upon a guaranteed circulation of 250,000 copies.

No magazine has made such rapid and large circulation gains as has Hearst's.

These gains are not due to one *star feature* but are due to the fact that Hearst's is an "all star" product.

These gains have not been due to a *price* reduction; to any extraordinary "*last chance*" offers; to any peculiar circulation scheme—they have been due to the common-sensed merchandising of a superior product.

The natural outlets for circulation are the news-stands—just as the natural outlet of the clothing manufacturer is the clothing store, and the grocery store the natural dis-

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tributing point for the food product manufacturer.

We have convinced the newsdealer of the superiority of Hearst's; we have *sold him* on Hearst's.

We have advertised Hearst's to his public and they have found our product to be as good as we have advertised it to be. Result—

Three hundred eighty-nine thousand six hundred and forty-four people will purchase October Hearst's from their newsdealers at 15c per copy—

One hundred five thousand six hundred and forty-three will receive it by mail.

We know these people are responsive to good advertising in Hearst's Magazine.

We bought our *own* second inside cover for August and from an investment of \$850 we received more than \$1500 in subscriptions—and money is still coming in—38 coupons having been received on September 11, more than forty days after the publication date of the August issue.

The rate per line per thousand circulation is much lower than that of any other general magazine—

Its circulation gain has been *more rapid*.

Forms for November issue close October 1.

## Hearst's Magazine

119 West 40th Street  
New York City

908 Hearst Building  
Chicago, Illinois

Member Audit Bureau Circulations

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C. E. Davis, Owner &amp; Mgr.

H. C. Schmitt, Vice-President &amp; Mgr.



NEW YORK OFFICE  
250 BROADWAY & 10TH ST.  
CABLE ADDRESS: "ROTHSCHILD"

CHICAGO OFFICE  
200 N. WABASH ST.  
CABLE ADDRESS: "ROTHSCHILD"

## Rothschild & Company

WHOLESALE AND RETAIL MERCHANTS

STATE ST., JACKSON BLVD. TO VAN BUREN ST.  
UNION ELEVATED RAILROAD ENTRANCE 2ND FLOOR.

Chicago

September 4-1915.

The Sperry Magazine  
2 W. 45th St.  
New York City

Attention of  
Mr. W. S. Bullock  
Business Mgr.

Gentlemen:

We are glad to take this opportunity of stating our appreciation of The Sperry Magazine and of your suggestion of "Sperry Magazine Days".

We advertised "Sperry Magazine Days" in our newspaper space and gave liberal window and store display to the magazines during the period of distribution.

The result was not only surprising but really gratifying. We distributed our entire allotment of magazines before the end of the third day.

We believe that your magazine and the method of distribution which you have adopted, is one of the biggest and best service propositions for the advantage of the dealer which has ever been put forward.

If the merchant will do his share in calling the attention of his trade to The Sperry Magazine each month, it can not help but bring new customers and new money to his store.

You may be sure of our hearty co-operation with you in featuring The Sperry Magazine every month by advertising and window display. We can safely say that our customers are delighted with it.

Very cordially yours,

ROTHSCHILD & COMPANY,

*Sound Advertising Value Is Back Of*

**THE SPERRY MAGAZINE**  
Published For The Woman-Who-Buys

Two West Forty-fifth Street, New York

WILLIAM STARR BULLOCK, *Business Manager*

HALF-A-MILLION MONTHLY CIRCULATION GUARANTEED

## Successful Campaign for a Hospital

Oklahoma City Institution "Takes the Bit in Its Teeth" and Runs a Series of Real Advertisements—Talking Points Found Effective—Physicians Countenance the Campaigns.

By Raymond P. Locke

**I**N Oklahoma City there is a hospital which has boldly taken the bit in its teeth, and in the face of custom is publishing weekly advertisements in a leading daily.

These are not mere publicity ads, announcing in formal fashion the name and location of the hospital, but rather carry real messages of enlightenment about hospitals in general and Wesley Hospital in particular.

Dr. F. K. Camp, superintendent, is an ethical physician. He deprecates the quack and the usual "fly-by-night" advertising doctor. But he *does* believe that dignified, clean, legitimate advertising can be applied to a hospital as honorably as it can to any commercial business.

An advertising agency in Oklahoma City was employed to write the copy which is all carefully edited by Dr. Camp, in order that no personal references either to the management or to the hospital staff may creep in.

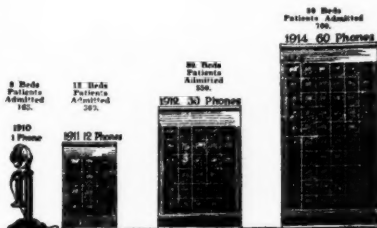
The advertising has a definite and specific function to perform—that of acquainting the public with the vital importance of the modern hospital as a community institution for relieving suffering and promoting good health and for bringing about, if possible, a change of mental attitude regarding hospitals on the part of many timorous people.

A hospital is looked upon in most communities as a last resort. It is to educate people away from

such ideas and to make them realize the advantage of hospital care in minor ills as well as big ones that the copy written for Wesley is designed.

Some one special phase of the hospital's work, or some particular provision which makes for the comfort, convenience or welfare of the patient is featured in each ad, extreme care being taken to keep well within the bounds of ethical practice.

Throughout the series an attempt has been made to inculcate the spirit of good cheer, and confidence in the science of medicine and surgery. One conspicuous example of this is the advertisement with the main display line reading thus: "All Fear Abandon Ye Who Enter Here." The ad goes on to state that "sickness is



### Wesley Hospital

126 S. Harvey Street, Oklahoma City

#### Phone Service the Index of the Growth and Progress of Wesley

In 1910, one desk phone served the needs of Wesley Hospital. Early in 1911, increasing needs caused us to install a small 12-phone switchboard. With the coming of 1912 a 30-phone board was required, and in 1914 it was found necessary to increase the size to a 60-phone switchboard, to maintain the high standard of modern service, for increased number of patients.

#### A Phone in Every Room—Every Modern Comfort for Every Patient

This pertinent comparison illustrates forcefully the steady growth and progress of Wesley. But it is but one example of the superb Wesley service. So far as kindly, considerate attention, and all comforts are concerned, it is like being sick in one's own home. But it is far better than even the finest home could be in caring for the sick, for this is an institution of specialized service and equipment. Here the business of making sick people well is developed to its highest efficiency.

See Wesley!

It's Your Privilege.

"We're in the Pink"

BUSINESS-LIKE COPY TO ADVERTISE THE HOSPITAL SERVICE

a fearful thing, but not more fearful than fear," and that agents more powerful than sickness are arrayed on the side of humanity.

Another advertisement tells of the scientific diet kitchens; another of the well-regulated dairy and poultry farms operated by the hospital that convalescing patients may have none but the purest and freshest of milk and eggs; still another ad enlightens the reader

the community, has been used with good results.

The effect upon the medical bodies of the city has been anything but damaging. Criticism has rarely if ever been heard, and the better physicians and surgeons of the city look upon the campaign with approval rather than disfavor, because they realize that the power of publicity is, in this instance at least, working for the good of the profession as well as for the welfare of the community.

Though somewhat of a departure and treading perhaps a bit close to the limits established by ethical medical organizations, it has not only escaped criticism, but has been decidedly successful from the hospital's standpoint. There is seldom a time when the institution is not comfortably filled, and many times when the "S. R. O." sign is hanging out.



### "Yes Ma'm, Everything Is All Right at Home"

"Cook and I are managing things splendidly and papa says I'm a dandy housekeeper. Course, Mama, we miss you or should, awful bad, if we didn't have the telephone."

Think of this comforting convenience at the bedside in every room at Wesley. You can talk and laugh and really live with your loved ones at home and yet be far away from the petty annoyances of the home and its problems so sure to have a distressing effect during serious illness. During convalescence especially is this thoughtful provision at Wesley most appreciated. With every possible safety in hastening your recovery, you are as near to the home interests as the phone at your finger tips.

Bedside Telephones in Every Room  
Are Provided

**Wesley Hospital**  
123 Broadway Avenue, Cleveland, Ohio



This is just one important feature which makes the comfort and convenience at the modern hospital. Many of them are more vital—no fact essential advantages that will enable you to go to a hospital rather than endure sickness at home. No matter how splendid the home, it is NOT the best place to deal with sickness.

The MODERN hospital equipped specially—minimizes suffering, hastens recovery and preserves the smooth, orderly routine of the home life for the other members of the family. The modernness of the institution is fortified—the anxiety of loved ones diminished, when it is known that hospital care is being given and all that CAN be done is BEING done.

Phone Wal. 7700



GOOD CHEER RADIATES FROM ALL THE  
HOSPITAL'S ADVERTISING

about the sanitary vacuum-cleaning system of keeping the hospital clean. The telephone system, the character and consideration of the nurses, the silent signal system, the sterilizing system and other phases of hospital equipment and service have all furnished themes for copy.

Educative copy telling of health laws for the hot months, of the thing to do in the emergency of accident or sudden illness, of the advantage of the hospital over the home in sickness, and of the welfare work the hospital is doing in

### Guide-book for American Exporters

The Bureau of Foreign and Domestic Commerce, of the Department of Commerce, has issued a guide-book to help American shippers in preparing shipping documents for Canada and Latin-American countries. It is a 66 page pamphlet, entitled "Consular Regulations of Foreign Countries (Canada and Latin-America)," Tariff Series No. 24, and may be obtained from the Superintendent of Documents, Government Printing Office, Washington, for ten cents a copy.

### Scheck Agency Has Opitz Account

The Scheck Advertising Agency, of Newark, N. J., has secured the account of John Opitz, Inc. Newspapers in several Eastern cities are being used, and from time to time new territory will be added.

### Ahnelt Buys O'Day Estate

William P. Ahnelt, publisher of the *Pictorial Review*, has purchased the estate of the late Daniel O'Day, at Deal Beach, N. J. The property consists of about 40 acres, with large mansion. It has been held by the sellers at \$250,000.

### D. M. Wilcox Continues With White-Simonson, Inc.

D. M. Wilcox, recently appointed Eastern representative of the "Ford-family Magazine," will continue to represent the farm papers on the list of White-Simonson, Inc.

## Taking Liberties with One's Trade-mark

The Sante Fe Uses Copy Which Pictures Its Design in a Variety of Ways—Reasons for This Departure from Traditional Attitude Toward "Inflexible" Trade-mark

By A. Rowden King

**SCENE:** *The red-carpeted room of the Big Boss.*

*Enter, "Mere Advertising Manager."*

*A. M.:* "Mr. Field, I believe we would gain a whole lot in our advertising if we took just a few liberties with our trade-mark. I propose that we sometimes vary our presentation of it, so that the public will come to look for it as an old friend, but frequently made more interesting, more appealing, more rememberable because of its occasional new clothes."

*(Business of the Big Boss turn-*

*ing suddenly in his chair toward the A. M., taking his reading-glasses off to see him the better, nervously clutching the arms of his chair, and getting excited.)*

*B. B. (pounding the desk-top):* "That's the craziest suggestion I ever heard. Heaven knows it's hard enough to pound our trade-mark into the memory of the public anyway as it is, when we are not changing it one iota. And, besides, I can't see how any advertiser can look to Washington for protection on his trade-mark unless he is willing to do at least his part by presenting that trade-mark in exactly the same form every time he uses it. No, sir, I don't propose to court any difficulties on that score. We'll not do it."

*Exeunt A. M. and C. I. (Clever Idea).*

Any such quiet little drama—or is it tragedy?—been enacted in your Inner Sanctum?

If it has, this will be of interest, which is the story of how one of

**The  
George L. Dyer Company  
42 Broadway  
New York**



**Newspaper, Magazine  
and Street Car Advertising**

**Publicity and Merchandising Counsel**

the greatest and longest and most prosperous railroads in this country has done exactly what has been vehemently turned down in many a quarter—and has done so, furthermore, with huge success.

That railroad is the Atchison, Topeka and Santa Fe, the well-known trade-mark of which displays the words: "Santa Fe" at the center of a cross within a circle.

First, as to the results, as

## "Two fairs for one fare"

**service  
plus scenery**

on your Santa Fe way to  
San Francisco and  
San Diego Expositions.

You can visit en route the  
Colorado Rockies, the  
Grand Canyon of Arizona,  
Yosemite Valley and other  
notable scenes.

**4** daily transcontinental  
trains, including the  
California Limited,  
exclusively first class.

Fred Harvey meals, too.

Former holders of Grand Canyon and  
both Expositions on request.

Daily excursions, with  
liberal return limit and  
stop-overs.



### Both Expositions are open

FREE TREATMENT OF THIS TRADE-MARK  
IMPLIES, FOR ONE THING, THE IDEA OF  
SPEED

viewed by the advertiser, knowing the facts; then for the way it was done.

Says W. A. Simpson, who is the Santa Fe's advertising manager:

"The flexible use of our trade-mark, like Topsy, 'just grewed.' In the beginning, we adhered strictly to the regulation method of showing the entire trade-mark, cross and circle inside of the square, standard form, without any variation.

"Then it occurred to us that the square might be dropped and only the part inside the circle used when the trade-mark was to be used in a decorative way. The result was so gratifying that ever since we have been getting further and further away from the merely conventional use. To-day our trade-mark does almost everything except jump the Grand Canyon and climb a tree. Sometimes it forms practically the entire advertisement.

"Not all trade-marks will lend themselves to this free treatment, I appreciate, but I believe that many other advertisers might adopt the idea to their advantage. So long as the identity isn't lost, our plan certainly has the advantage of novelty. It's like getting a new suit of clothes frequently.

"Of course, on letterheads, cars and stations, etc., the standard form is used."

### HOW TRADE-MARK MONOTONY WAS RELIEVED

A few examples of how the Santa Fe has been presenting its trade-mark in varied form are here reproduced. And these are only a few out of scores of different methods of presentation.

It should be noted, to begin with, that one of the simplest variations has been the mere cutting off of a portion of the trade-mark, so that only a part of it (the important part, of course) juts into the advertisement. In such instances enough of it has been left, naturally, for its identity to be beyond question. And yet most advertisers would stand aghast at the very suggestion of attempting something on this order.

Times almost without number the technique has been varied. Sometimes the lettering has been black on white; sometimes white on black; sometimes black on gray and sometimes white on gray.

Upon occasion, the phrase: "The Grand Canyon Way" has been inserted along the lower curve of the trade-mark. Upon others it has been: "All the Way," or nothing at all.



# 11,952 Lines Super-Increase

We mean that by gaining 61,022 lines in the first eight months of 1915, Collier's has gained 11,952 lines *more* than any other weekly or monthly publication in the country—

For two main reasons:

Profitable results for advertisers and lowest rate per 1,000 of any publication having national circulation—

In a word *super-value*.

**Collier's** <sup>5¢ a copy</sup>  
THE NATIONAL WEEKLY

*A. C. F. Hammesfahr.*

*Sales Manager of Advertising*



I am an average Atlanta father.

I am representative of the better class of citizen.

I am prosperous in my business affairs, have a modestly sufficient income and can afford to buy luxuries as well as necessities.

You see me—meet me—everywhere—at all times—over this busy Southern city. I am in banks, stores, factories, law offices, mills—an active, progressive force in building up any community.

I read The Georgian daily—and the Sunday American—believe in it—trust it implicitly, employ it as a means of helping me select my purchases and the markets thereof

**DAILY GEORGIAN = = = 52,613**

*7,218 More Circulation Than Second Paper*

*16,006 More Circulation Than Third Paper*

**SUNDAY AMERICAN = = = 83,838**

*31,359 More Circulation Than Second Paper*

*48,228 More Circulation Than Third Paper*

HEARST'S  
DAILY GEORGIAN SUNDAY AMERICAN

**ATLANTA'S GREATEST NEWSPAPERS**

BENJAMIN & KENTNOR CO., Foreign Representative,  
225 Fifth Ave., New York. Peoples Gas Bldg., Chicago.  
(Member A. B. C.)

Sometimes the lettering "Santa Fe" has appeared horizontally in the advertisement; but more often it has been on an angle—more often of late a *sharp* angle, too.

Then—most unusual of all—there have been the many different methods of showing the Santa Fe trade-mark in *perspective*.

#### WAYS OF PLAYING UP A WELL-KNOWN TRADE-MARK

It has been a sort of whirling cart-wheel or dollar-shaped affair, having thickness as well as area and rushing along across the advertisement with a classic-robed figure of "Summer" balanced atop it, or a "cartoonish" traveling man seated on and sliding down one side.

It has been shown as forming a part of the floor or ground, on which a number of people are walking, or as if put beneath the surface of a lake, as at the Exposition, and seen through the clear, shimmering water.

Or a segment of it may have been used, large and bendayed, as a background for a part or the whole of an advertisement, with some of the text surprinted over it.

Sometimes the outlines of the Santa Fe trade-mark have been smooth and regular, and at others they have been markedly rough and jagged.

The size and shape of the four "piece-of-pie shaped" openings between the cross and the circular rim have been varied in proportion and shape.

The trade-mark has been shown as having depth as well as area, like a coin; and quite as often it could boast but the one dimension, area.

And what has all this done for the value of the Santa Fe's trade-mark and for the Santa Fe's advertising?

Well, for one thing, it must be noted that there has been no risk to the railroad company's legal rights to the trade-mark. The latter has had far too much money expended upon it and is considered far too valuable to run the slightest risk of endangering it in such a way.

And, again, it must be noted that the method of presentation, instead of confusing the public and making the trade-mark *less* easily recognized and remembered, has really done just the reverse, the method *aiding* that recognition and memory.

There is psychology and logic in favor of the plan.

It has been said of some of the greatest orators this country has known — Webster and Patrick



**Cool summer  
Santa Fe way to  
California**

and the two Expositions is Santa Fe, because you are a mile or more in the sky most of the way, through Colorado, New Mexico and Arizona—and you can visit such interesting places as Grand Canyon of Arizona, the Colorado Rockies, Petrified Forest, ancient Indian pueblos, Yosemite and the big trees.

**Daily Excursions**  
with liberal return limit and stop-overs.  
Four daily Transcontinental trains, including the California Limited, exclusively first class.

**Errol Harvey** made "all the way."  
May we send you our picture folders of the trip?

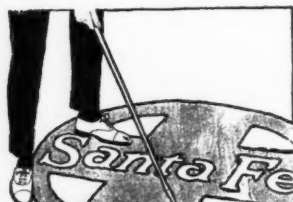
**"Two fairs for one fare"**

THE SANTA FE HAS ADDED THE THIRD DIMENSION TO ITS TRADE-MARK

Henry and a host of others—that their power to convince lay in their willingness to repeat, and repeat in such a way that an old fact took on just enough of the semblance of being a new fact. They have studiously said the same thing over and over again until it has been unmistakably plain. But to have said it always in the same way would have been to openly court monotony and inefficiency.

In other words, while they have

had repetition, it has not been the repetition of the parrot. It has not simply been an echo of itself. It has not been a case of the same argument presented in the same words and manner. Instead, they have bent their best energies to the man's-sized job of repeatedly presenting their pet arguments always in new ways and words and manner, thus the better focusing their auditors' attention upon their message.



**today in  
California**

-sunshine and roses

-two Expositions open

golf—polo—deep sea fishing,  
and good auto roads to interesting  
resorts in the mountains and along  
the seashore.

On your Santa Fe way to both  
Expositions you can visit Grand  
Canyon of Arizona, the Pike's  
Peak region, Petrified Forest,  
Yosemite Valley and Big Trees.

Four daily transcontinental trains, in-  
cluding the California Limited.

Find Harvey across the world "all the way."  
Daily excursions, with liberal return limits  
and stop-overs.

Picture folders of both Expositions and Grand  
Canyon—on request.

**"Two fairs for one fare"**

TRADE-MARK BECOMES PART OF THE GOLF  
LINKS

'An advertiser's trade-mark is, after all, his foremost and most distinctive argument, his paramount merchandising claim to distinction. All the reputation for value and dependability which he tediously earns he writes into his trade-mark; and, vice versa, all the cumulative worth which the trade-mark writes into its own value because of its countless ap-

peals to the public are *his*. Shall he present that trade-mark always in the same, monotonous manner? Is it not possible for him to vary its presentation and thereby *not* confuse the public's mind, but actually make it *easier* for the public to remember?

Ask Mr. Advertising Manager which type of trade-mark character he believes is best: The little Fairy Soap girl, who sits on her cake of soap, motionless and immovable, as if she had been frozen there, or the National Lead Company's little Dutch Boy, who is flexibility personified, able to go and to do whatsoever seems best for the interests of the sales of National lead. In ninety-nine cases out of a hundred such an advertising manager will pick the little boy.

But, when you might suggest the application of the same motionless-versus-flexible theory to trade-marks, and especially *his*, nearly all of the ninety-and-nine will hold up their hands in horror and declare the suggestion impossible and impractical.

But is it?

### "Krementz" Infringed by "Kremo"

According to a decree handed down by the United States District Court at New York, Krementz & Co., of Newark, N. J., secured a permanent injunction against John S. Sampson & Son, of New York, for unfair competition and infringement of the trade-mark "Krementz" on collar-buttons. By the terms of the decree, the defendant concern is enjoined from "directly or indirectly manufacturing, selling, advertising or offering for sale, collar-buttons bearing the mark "Kremo," or mounted upon display cards similarly printed in green ink, or from directly or indirectly manufacturing, selling or offering for sale, showcases bearing thereon the name "Kremo" or any imitation of the said trade-mark "Krementz," and from displaying or offering for sale, their said collar-button therein."

### Death of Clifton T. Caruthers

Clifton T. Caruthers, business manager of the Charleston, W. Va., *Mail*, died September 1st, aged 21 years. He was the son of Frank D. Caruthers, assistant business manager of the New York *World*, and brother of F. Porter Caruthers, who is connected with the S. C. Beckwith Special Agency.

# *The open secret of the Journal*

Women often ask: "What is the secret of the *Journal*? What is it that makes the *Journal* so different from other magazines?"

And just so business men often ask: "What is it that gives the advertising pages of the *Journal* that power to bring results which makes them so valuable to the manufacturer who advertises in them?"

The answer to both questions is the same.

The secret of the *Journal's* power for advertisers is its interest for readers. Because it is important to the woman, it is important to the advertiser. Her dependence on it makes him dependent on it.

And the secret is:

*Service.*

\* \* \*

Every single story or picture, or every article or editorial, every item that appears in the *Journal*, is put there for a definite reason—service to the reader.

The *Journal* never publishes anything for "journalistic purposes."

Sensationalism, yellowness, have no place in its code.

\* \* \*

Sometimes this service is given indirectly through its influence on great public movements.

The *Journal* was the pioneer among magazines to fight the patent-medicine evil.

It led the struggle for the preservation of Niagara Falls.

It led in abolishing common drinking-cups.

Ten years ago it took up the question of a sane-and-safe Fourth of July.

It first gave national impetus to the civic cleaning-up idea.

\* \* \*

But there is another sort of service besides that of the printed page. It is the personal service rendered to the readers, through correspondence, by twenty-six editors.

In the last six months the editors received 268,512 letters from readers. Every letter was answered fully.

These letters asked for suggestions on caring

for babies, making gifts, decorating rooms. They asked for house plans, how to trim hair and hats, how to make dresses, to plant gardens, to organize church social hours. They wanted ideas for entertainments. They came from expectant mothers, from women writing club papers, from women craving a friendly touch.

They were the outpouring of hopes, foibles, troubles, confidences, experiences.

This vast correspondence between hundreds of thousands of women and twenty-six skilled editors and their assistants makes the *Journal* a living, breathing personality.

More than 40,000 children have been thus reared up under the care of the *Journal*.

More than 30,000 homes have been built in this country from *Journal* plans. One whole community in a Southern city is referred to as "Ladies'-Home-Journalville."

\* \* \*

It is such service as this that makes the *Journal* stand apart.

By its success, it has brought into being more competition than any other national periodical. And yet 1,600,000 families continue to pay \$1.50 a year for the *Journal*, because it serves them.

It is because the intense loyalty of these families extends to the advertising columns that we find in a single issue of the *Journal* the advertisements of more than 125 different commodities—from a few lines for baby clothes, up to two pages in colors for automobiles.

This great volume of advertising is stable and permanent. Last year more than 86% of it came from firms that had also used the *Journal* the year before.

\* \* \*

And consider how little this advertising costs in proportion to the work it does.

A full page is a good-sized advertisement.

The manufacturer can put a full-page advertisement in the *Journal* every month, going into 1,600,000 homes, for a total cost for the entire year of  $4\frac{1}{2}$  cents per home.

Or assuming that, on an average, five persons read each copy, the manufacturer can lay before 8,000,000 *Journal* readers twelve full-page stories about his goods at a total cost for the whole year of less than one cent per reader.

THE CURTIS PUBLISHING COMPANY  
INDEPENDENCE SQUARE, PHILADELPHIA, PA.



# How Ten Houses Got Men to Put Up Capital

Leaves from the Actual Experience of Business Men Who Secured Backing Under Trying Conditions

By Edward Mott Woolley

A MAN well known in certain industrial circles was elected, not so long ago, to the presidency of a large corporation at a salary of \$60,000 a year. This was \$20,000 more than he had been receiving as general manager for another corporation. Some of the financial writers got hold of these salary facts, and editorial writers had a good deal to say about needlessly exorbitant salaries. The old questions were gone over again:

"With thousands of available men at hand, is any executive worth \$60,000 to a concern? Why do corporations persist with growing frequency in paying their commanders yearly remuneration that runs up to a hundred thousand dollars or more?"

In this particular case I got the inside reasons, which even the financial writers didn't get, and which the editorial writers did not understand at all. It happened that for a year this company had been trying to increase its capital stock about a million dollars. It had built up a large business and had cultivated pretty thoroughly a national market for a product it was advertising. It had a good product, and the directors thought that capital was the only thing needed. But for some reason capitalists looked askance.

## BIG MEN AT THE HELM ATTRACT CAPITAL

One evening at a prominent club a level-headed banker put the proposition up to a group of the directors about like this:

"The one thing that stands between you men and the capital you need is the character of your 'front-office' management. Get a live-wire president, and you'll get the capital easily enough. You don't seem to understand that

what capital most demands is good management. You've got your factory and you've got your market, but the connection between the two is pretty well burned out. Your house is getting to be a back number as to organization and personnel. From such examination as I have made, I should say that your executives haven't the big viewpoint, that your cost methods are inadequate, that your publicity isn't properly conducted, that your salesmen are not getting the best results, and that you have lost the prestige you used to boast about. You need a certain kind of reorganization that can come only from the top—from a man who possesses not only a thorough knowledge of that great art, management, but who in addition possesses great personal force."

"Where can we find such a man?" they asked.

The banker gave them a list of a dozen or more, and a good part of the night was spent in discussing the peculiar qualifications of these men. Then for several months negotiations were conducted. Most of these men could not be had at any price; they were too deeply interested in the enterprises on which they were engaged, and too highly paid. The man who was finally secured took the place with great reluctance, despite the large increase in salary, because he had set his heart on developing the other concern.

But when he was finally established in his new position, he raised the million dollars in additional capital inside of 60 days. It was done so easily that to the old directors the thing seemed incredible.

So a very good maxim can be framed out of this incident:

The man who wants to get capi-

tal should first of all look to the character of his concern's management. Just as a bank demands liquid assets when it gives a line of credit, so the financier with money to invest demands liquid management, so to speak. In other words, he demands not so much the mere existence of a factory and a potential market as a management in which he has confidence. He wants some man in charge, or a group of men, who can demonstrate by past performance the possession of ability.

These are intensive times in industry, in which leaders with the modern viewpoint and capability are not lying around loose. They are hard to get even at fancy salaries. But as a means of attracting capital toward large undertakings or small ones, men with real ability are the best investment.

#### BACKING FROM BUSINESS INTIMATES

Another instance of a different sort was told me within the last year by the president of a corporation now doing a large and successful retail business, with a chain of 200 stores. This man had been the manager of a smaller chain of stores, on a salary, and when he made up his mind to go into business his own capital was only two or three thousand dollars. He wanted ten thousand, so he went to a wealthy uncle, who was a farmer.

"Uncle," he said, "will you endorse my note for \$8,000, so I can start a store of my own?"

"Not by a dang sight!" exploded the old fellow. "What do you want to quit a good job for, at \$50 a week, to start a store?"

The young man thereupon made a railway trip of 500 miles and put the proposition to another uncle, who turned him down even harder. Then he tackled an aunt, with similar results, and put in a week or two "back home" trying to raise money from local capitalists who had known him as a boy. To them, \$50 a week looked as big as a barrel of money, and they could not understand why he wanted to throw up such a salary.

After being turned down in all these directions, the young man found his desire to get into business stronger than ever. His faith in his own ability, and in the opportunity, was undiminished. Then one night a daring plan got under his skin. Next day he went to his boss.

"I want a store of my own," he said. "Will you loan me \$8,000?"

The boss was nearly knocked off his feet, but when he got his wind he laughed harshly.

"You certainly have got a lot of nerve!" he observed. "Such a proposition is ridiculous."

"All right," said the other; "I have an idea that I can get So-and-so's house to back me." And he named the chief competitor of his boss.

"Wait a minute!" called the other, as the young man was going out of the private office. "Hold on; let's talk this over."

They did, and the result was that this ingenious would-be merchant really started his store on credit obtained for him by his employer, who ceased to be his employer only when the store was ready to open. This store, however, was in a region not covered by the chain for which he had worked—and there you have the secret of this bit of financing. His employer, knowing his ability and fearing that he would indeed be backed by the chain's competitors, preferred to keep him in line.

The venture was a success, and in a short time the young merchant had another store, and then, in time, ten stores. At this juncture his former boss made him a proposition for consolidation. Thereupon he became, because of his initiative, a partner, with a good-sized interest, in the house in which otherwise he would have continued as a mere employee.

But the point he made, in giving me this inside glimpse, was this: that when a man knows himself to be capable, the place to go for capital is not, ordinarily, among your uncles and aunts and miscellaneous social friends, but right to the people who really know your abilities—even if those people happen to have been, in the past, the



## Let Us Prove It

The American Sunday Magazine on all the grounds on which conservative, analytical advertising men choose space, should be one of the first three among all mediums to go on the average list :

- not merely one of the first three in its own field
- not merely one of the first three for certain types of products
- not merely one of the first three for campaigns in certain territories

but one of the first three *among all mediums* to go on the *average list*.

This is the necessary conclusion drawn from all the evidence in the case.

The "Evidence in the Case" is *evidence*, not argument, on this point.

We would be glad to submit it to you in typewritten form so you can analyze it at your leisure.

## THE AMERICAN SUNDAY MAGAZINE

CHAS. S. HART, Advertising Manager

220 Fifth Avenue  
New York City

911 Hearst Building  
Chicago

*Over 2,000,000 Circulation*

very ones who have been in competition with you. Indeed, these latter are often the ones who have the strongest reason to back you.

A comparatively young mercantile business with which I came in contact in a Western city is owned and managed by a far-seeing man who went into business on a few thousand dollars he had saved as a clerk. Before he had been in business a year he foresaw that he would need very much more capital if he were to take advantage of the opportunities that presented themselves. He also foresaw that other men, with the cash, might not see the opportunities as he saw them, and that he might have difficulty in raising capital.

Therefore, he told me, he deliberately set about establishing, in advance, what he called a "future capital credit." Instead of attempting to expand the business as he might have done by stretching its capital and getting in deeply, he kept it small and compact. He did not ask for any loans at his bank, but maintained a comfortable deposit account. He installed a good system of operating on a definite schedule of expense ratios, and departmentized the sales to the extent of keeping careful comparative records month by month.

After a year or two of this sort of thing he went to his banker and laid before him the proposition of incorporating the business, and, with the influence of the bank, this was easily accomplished. The necessary additional capital was raised, the merchant himself holding the control.

"If I had got in bad with the bank that first year," he said to me, "I never could have got the backing I did get, and most likely I should have had a struggling little store to-day, if, indeed, I had survived at all. Instead, I have been able to grow very rapidly and take advantage of the markets that I saw existed. We have twice increased our capital. The best advice about raising capital I can give is this:

"Get in right with your bank, because the bank has it within its power to make or break you.

Show the bank that you are doing business on the right principle, and you won't have any trouble in getting all the capital you need."

#### CREDITORS SAVED THIS BUSINESS

There is a certain large retail business, very prosperous now, that was once on the verge of insolvency, due to bad financial management. It had attained prominence even then, and enjoyed a popular reputation covering a wide retail selling zone, and the public at large never dreamed that it was in straits. One of the executives told me the story like this:

"We had borrowed heavily at the bank, and we had a lot of accounts outstanding, some of them bad. The bank first curtailed our line of credit and then demanded that we clean up, which we were unable to do. In this dilemma the head of the house set out to enlist new capital. He had pretty good talking points, too, for the house had great prestige, a fine location, and an established trade of the best character. But to talk these points in the very face of an unprofitable business did not appeal to investors as good logic. We were absolutely unable to raise a dollar of new capital.

"Our senior partner was worried almost to desperation. He virtually gave up, and I remember that he said to us one night, when we were gathered at his home for a final conference:

"Boys, we have done everything we can to pull this business through. It seems almost a crime to let it go this way, but we might as well accept the inevitable and let the bank put in a receiver."

"There was one man at that conference, however, who was not ready to lie down and quit. He was a young fellow who had worked up from a clerkship to a membership in the firm. He had a small interest and a tremendous amount of grit, and, as it proved, some ingenuity.

"It looks to me," he said, "as if the people who ought to supply us the necessary capital are the wholesale dealers who are now

*(Continued on page 44)*

**The NEW YORK AMERICAN  
might properly be called THE  
UNITED STATES AMERICAN,  
so great is its influence,  
so national is its scope,—**

*besides* representing, as it does, ONE-FOURTH of all newspaper readers in New York, the greatest city in America—*an impressive fact of itself.*

ONE-FOURTH of all newspaper readers in New York means a following of ONE-FIFTH of the population, *since one newspaper is sold to every five inhabitants.*

ONE-FIFTH of the population means a following of *One Million Forty-Five Thousand One Hundred Sixty-Two* men, women and children—whose needs should be supplied by advertisers, and will be if advertisers will regularly appear in the advertising columns of the NEW YORK AMERICAN.

This population following in New York City alone, not considering the national following the NEW YORK AMERICAN has, is greater than that of St. Louis, which has 734,677 people—greater than Boston, which has 733,802 people—greater than Cleveland, which has 639,431 people—greater than Baltimore, which has 579,590 people—greater than Pittsburgh, which has 564,878 people.

Who among business men will deny the ability of the NEW YORK AMERICAN to improve their business by advertising in it?

Who will deny that the NEW YORK AMERICAN is absolutely essential to make any advertised business a success in New York?

Surely there can be no doubt in the mind of any intelligent advertiser or agent that the NEW YORK AMERICAN, with such an impressive following, can make any business well known and greatly help to make it pay.

An advertiser may as well think a counterfeit dollar bill will purchase a real dollar's worth of something as to think he can succeed in the New York territory without using the

**NEW YORK AMERICAN**

DAILY and SUNDAY

*Member Audit Bureau of Circulations*



Reproduction of a double-page in Successful Farming for September—the new announcement of the Reo Motor Car Company, prepared by E. Leroy Pelletier, Detroit, Mich.

## Reo Strikes Another Blow

In a February issue of PRINTERS' INK we told how following their consistent use of farm papers for many years the Reo Motor Car Company with a double-page spread in Successful Farming for January shot their 1915 announcement straight to the heart of the best territory in the United States for the sale of automobiles.

Now again in a great campaign in which farm papers, newspapers and magazines are being used, Successful Farming is made this month the backbone of that part reaching the best buyer—the American Farmer.

A vindication of the wise use of Successful Farming by the Reo Motor Car Company is found in the fact that since January 1st this paper has carried over \$100,000.00 worth of automobile copy, representing practically all the manufacturers in this line who have had experience in farm papers.

Opposite is reproduced one of our Definite Data Maps which shows at a glance the location of the great "Corn Belt," the



our creditors along with the bank. They can pull us through if they will, and they have everything to gain."

"Strangely enough, none of us had even thought of that. But it was an inspiration. On a late train that very night the head of the house left for a large city where our chief creditors were located, and so reduced were the firm's cash resources that the rest of us had to dig into our personal funds to pay his expenses.

"It was one of those big inspirations that are needed in big crises. An arrangement was made with our creditors whereby the management of the business was quietly taken by a committee of the wholesale men. Nobody on the outside knew this, but the methods of the business underwent a radical reorganization, with the wholesale men putting up the additional capital. One member of the committee became, in secret, our virtual sales manager. He proved to be a wonder, and he put through a selling and advertising scheme that brought us out on top, with our prestige greater than ever."

To-day that house is one whose name is known from coast to coast, doing an enormous business. I doubt if there are a hundred men in the whole country who know about the incidents just related, which came to my notice in a peculiarly confidential way.

In a large Eastern city there is an industrial plant that has been mentioned frequently in the newspapers because its chief owner is a disciple of scientific management. The story of how he became a disciple is an interesting one; and it is a story, too, about this art of getting capital—an art that seems to have endless twists and turns.

This plant was once in dire distress, like many another. It was not a scientific-management plant then, but just a hit-and-miss plant that followed rule-of-thumb methods. But it chanced that the owner was personally acquainted with an efficiency engineer of high standing, to whom he confided the financial dilemma—not, however,

with any thought of relief.

"I'll tell you what I can do," said the engineer: "I will guarantee to get you the necessary capital to put this business on its feet if you will, in turn, let me go into your plant and do with it just what I please—absolutely without interference."

This looked like a pretty rash proposition, but something had to be done, and after demurring for a time the manufacturer gave his consent. Now I have had the privilege of spending a good bit of time in that plant since then, studying the things that were done to it, and the story of itself is a romance almost unbelievable. But so far as this present narrative is concerned, the subject under discussion is one of capital. The capital was indeed forthcoming, as the engineer promised, and I have it on good authority that this plant has earned as high as 100 per cent a year on the capital.

Which serves to emphasize the reasonable belief that a very good way to get capital is to ask for it on the strength of some definite efficiency system—whether that system be known as scientific management or not.

#### VISIONARY PLANNING BROUGHT DISASTER

Another industrial business that I know about increased its capital in a much easier way, but one that proved disastrous in the end. Capital may be broadly divided into good capital and bad capital. Good capital is the kind that comes from discerning investors—men who have been through the mill of experience and know the pitfalls of industrial investment. Bad capital comes from people who go it blindly, in the speculative hope of making a strike.

When a badly managed business adds to its troubles the danger of bad capital, it is almost sure to fall a prey to the sheriff. On the other hand the very difficulty of getting good capital is a whole course in management, as well as a constant restraint against folly. As a keen old business man said to me:

"If a house cannot get wise in—  
(Continued on page 49)



# Increase Your Advertising Appropriation Without Spending Any More Money

**G**ET national weekly circulation for *less* price or *more* national weekly circulation for the *same* price—

—by using the Associated Sunday Magazines and **EVERY WEEK**—  
the second largest national weekly circulation.

—at a lower rate than any of  
the others.



## **EVERY WEEK** *and* **ASSOCIATED SUNDAY MAGAZINES**

WALTER P. WHEELER, Adv. Mgr.  
95 Madison Avenue, New York

GUY C. PIERCE, Western Adv. Mgr.  
109 North Wabash Avenue, Chicago

IRVING J. FRENCH, Eastern Rep.  
24 Milk Street, Boston

THE severest test of advertising is to produce pupils for private schools and colleges.

Sales talk or theory cannot hold school business. It is 100% direct return, and *this* where tuitions range from \$400, \$600, \$800, \$1000 to \$2600 (which is about half the year's maintenance expense). This necessitates reaching homes of *liberal culture and wealth*. The advertising medium must be a power of high standing in these homes, and must impart full confidence in its advertising contents.

Schools never rally to a non-producer. When they crowd any medium season after season, you have proof that it reaches and strongly influences a maximum number of high-class homes.

Since 1906 Cosmopolitan has been steadily advancing to school supremacy. It first attained to competitive leadership; then began breaking its own records. 440 schools made Cosmopolitan's 1914 figures. The August 1915 issue broke all records with 46 pages of school business.

Doesn't this prove Cosmopolitan's high standing in high-class homes? Doesn't it prove conclusively that Cosmopolitan is the favorite magazine with people

- who own high-class homes?
- who buy high-class articles?
- who enjoy good reading?
- who own motor cars?
- who are prominent in business?
- who buy good securities?
- who have means and leisure to travel?

Should not this class of circulation largely determine the make-up of your advertising list? Does it not prove Cosmopolitan to be a logical medium for *you*?



CONKLIN MANN  
Eastern Advertising Manager

J. H. WILLIAMS  
Western Advertising Manager

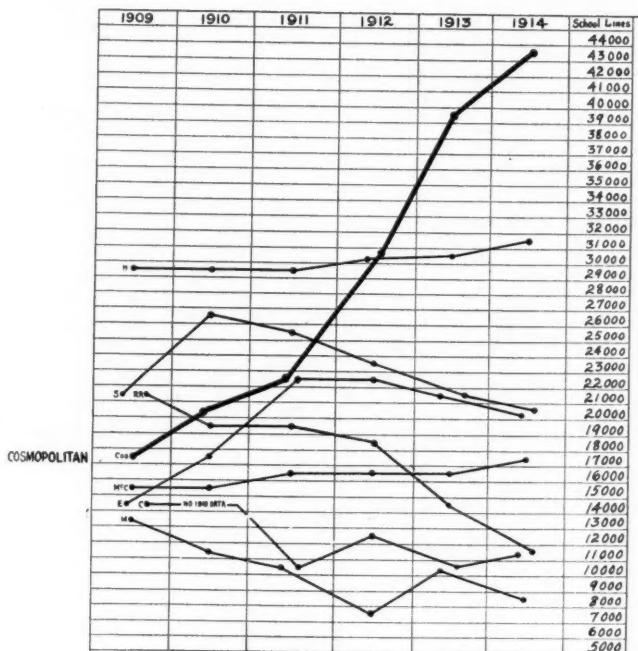


Chart History of Private School and College Advertising, 1909-1914, in the eight leading school mediums.

Showing lines carried and relative rank in 1909 and yearly thereafter through 1914.

Cosmopolitan's 1914 leadership was based on the patronage of 440 schools, placing 2636 separate advertisements.

## ***A National Paper Service***

We have often been asked in what way we differ from ordinary paper houses. We are exclusive manufacturers' agents for the largest plants in the United States.

We sell direct to the consumer a wide and varied line of paper. We are the *only* concern in a position to render our customers personal on-the-ground service regardless of where they might be located or what they want to buy in the paper line.

Birmingham and Seaman representatives are picked men. They hold their position because they are able to save money for our customers and in that way get the business. Their help and suggestions have helped pay many a printing bill—why not use them too?

Send us your printing specifications and we will gladly and promptly submit dummies and suggestions without obligation to you.

### **BERMINGHAM & SEAMAN CO.**

*Paper Manufacturers*

**Tribune Building, Chicago**

**St. Louis**

**Minneapolis**

**New York City**

**Milwaukee**

**Detroit**

vestors to put their money into it, the thing to do is to look within for the trouble, not to go out rashly and lure in people with more money than wisdom. Money of that sort has ruined countless concerns. Always go after the good money, and trim your ship accordingly."

This unwise house I am speaking of wanted to expand, so it resolved to build a new factory. It issued new capital, quite a lot of it being subscribed by its employees and the rest quickly taken by small investors who had no knowledge at all of the business. The concern had paid good dividends, and that was deemed sufficient.

The money came so easily that the original plans of expansion were enlarged. The company spread itself, contracted for a lot of expensive equipment that should have been deferred until the demand for it was more urgent, and began building up an expensive organization to take care of the new business it meant to get. Then, when the new plant was far along toward completion, but not in shape to operate, a strike of building trades tied it up for many months. This strike covered a wide area, and depressed business in general, and the concern that had branched out so extravagantly simply went to the wall. It was loaded down with slow assets.

Afterward this business was reorganized. The new building was taken over by a separate company, made up of real business men, who now proceeded to issue bonds and get another tenant for half of it. The original company occupied the other half, as tenants instead of owners, and by conservation of space it had room enough to meet the requirements for several years.

This goes to show that great care should be used in putting capital into real estate. Unless capital is abundant, it is often safer to pay rent and keep the capital in some form that is available for collateral in case loans should be necessary at the banks.

A prominent banker tells me

that manufacturers frequently come to him with applications for loans and offer their plants as security, not realizing that this isn't what the banks demand. They want quick assets. This particular banker says that the quick assets must be at least twice the quick liabilities; and as for factory buildings, he doesn't consider them at all.

#### BUILT A \$2,000,000 PLANT FROM ACCUMULATED EARNINGS

Quite the reverse of this latter instance was the method pursued by a large Eastern manufacturing corporation in financing a new plant. Years ahead, this company began to forestall the time when this new plant would be required, and out of its earnings it commenced to set apart a fund for that purpose. A year or two ago it began construction work, and the president told me that the necessary money—about \$2,000,000—was available in securities that could be quickly turned into cash.

This company is a great national advertiser, and in many ways its management is one to model after. While this method of financing a new plant is not, strictly speaking, in line with this subject of getting capital, it is, in reality, one of the best ways of raising additional capital. The president of the company told me that six years ago the preliminary plans for the new buildings were drawn. After that, elaborate comparative records of the sales expenses and net profits were kept, in all of the various lines of product, and when the building operations were finally begun, the plans were modified accordingly. The company was able to tell from the comparative studies just about how much capital ought to go into its different lines of activity.

One of the most ingenious ways of raising capital that ever came under my notice was "put over" by a young drygoods merchant who had practically no capital of his own at the start. Probably not many concerns could start the way he did, yet with a good reputation and other favorable conditions it can be done. He went to a num-

ber of wholesale merchants whom he knew through previous connections, and said to them:

"If you will let me have an initial order on a year's time, I will buy such-and-such goods from you, thereafter, on the usual credit terms. I have figured the thing out, and I know that I can make a success of my enterprise if I can get these first orders on this plan."

Then he sat down and demonstrated mathematically, so far as it could be done, that at the expiration of the year he would have sufficient money to meet those first bills. He exhibited a hard-and-fast schedule of expense percentages which he meant to observe, and he set up for himself minimum average monthly sales in different lines of goods.

The experiment interested several large wholesalers, and they not only let him have his first stock on a year's time, but they helped him afterward to live up to all the itemized standards he had set for that first year. They did this, for instance, by letting him in on special buying opportunities, or on timely tips of various sorts. At the end of the year he not only paid for the goods, but was quite a bit ahead of his scheduled sales. To-day he has a chain of stores.

My acquaintance with this merchant came about in a rather odd way. He wrote me one day that he had read something under my name that described methods similar to his own, and he asked me to come and see him. This I did, more than once; and thus got intimate glimpses into some very unusual merchandising. He demonstrated how a man, through careful advance planning, can sometimes accomplish things that seem to other men quite impossible. But the main point, so far as this present article is concerned, is this: that the same careful advance planning may well apply to the getting of capital, which can thus be obtained oftentimes from sources otherwise closed.

A banker tells me that many young business men do not understand the distinction between bor-

rowing money and raising capital. He gives the following instance:

A young hardware clerk invented a petroleum-burning device, and, raising some local capital, proceeded to manufacture it. The product went pretty well, but the capital was not sufficient to swing the business—so its proprietors thought. In their enthusiasm they went to the leading capitalist in the county, who had no interest in the enterprise, and put up to him the proposition of financing them.

This capitalist was a shrewd man who had made a lot of money out of his enterprises—one of those men you find in many communities who get rich without doing much of anything, apparently. He agreed to go over to the town in question and look into the industry.

He did. He went there with a lawyer, and the two of them investigated the thing carefully.

"Now," he said, in effect, "I'll finance this business on the condition that I have the controlling interest. You boys can stay in, draw good profits and salaries, and have a mighty fine thing; but I never take hold of anything that I cannot control."

They demurred at first, but finally, seeing no other way, gave over the control.

Then the thing happened that the capitalist had secretly foreseen. The business took a slump when the dull season came around. He helped that slump along himself. Profits went down to nothing, and salaries were not forthcoming. The young men finally were forced to find some other way of earning a living.

Then, when they were properly squeezed out and their stock acquired for a trifle, the capitalist proceeded to go ahead with the business on his own lines. He made a lot of money out of it for several years, and finally sold out at a handsome figure.

Now the moral of the banker drew in his narrative was this:

These young men did not need any new capital at the time they went to the capitalist. What they needed was simply a temporary

## The Strong Personality of Philadelphia Journalism

In every community there are influences, human or institutional, that are potent in shaping its life.

Since 1836 the Public Ledger has been dominant in its sphere of activity. Today it is the

## Only 2c Newspaper in Philadelphia

Its price is an incident. It is the Ledger's character that counts with its 65,000 circulation.

In the evening there is another Ledger, at one cent, appareled somewhat differently, but of the same personality. Its circulation is 100,000, secured on merit, in one year.

The combination rate of 25c a line flat, covering 165,000 circulation, cannot reasonably be overlooked by agents and advertisers.

### Public Ledger—Evening Ledger

INDEPENDENCE SQUARE  
PHILADELPHIA

fund—a loan. The whole theory of banking is based on necessities of this sort, and the experienced business manager takes advantage of the facilities the bank gives him. A loan will carry a concern over a time when its business is at a peak, and this temporary capital can be retired when the peak is passed. It was wholly unnecessary to surrender the control of this prosperous little business to the designing capitalist. Two of these young men are now working for wages, when, with proper financial management, they might have been independent.

A few months ago the president of a large irrigation company in the West told me still another story about raising capital, which has a touch of humor in it.

The president, who was also the promoter, wanted to bond his project, but at the same time he wished to save what he considered the exorbitant demands of certain New York bankers, or promoters, for underwriting and marketing the half million or more of bonds that it was proposed to issue.

"I made up my mind," he told me, "that I wouldn't stand for the big slice they proposed to keep as their fee, which amounted to about a third of the issue. So I went to Europe to place the bonds myself, if possible. I had some influential financial acquaintances over there, and through them I did make tentative arrangements with London capitalists to take the bonds at a fair price. It was arranged that they send their special representative to America, at our expense, to examine our enterprise.

"I came home, and in a couple of weeks along came the expert. We took him out West, entertained him lavishly, and showed him the best kind of time. Indeed, we showed him too good a time, for he got to drinking and we had considerable trouble getting him straightened out. After he got through making his examination, he wanted to see more of the country, and he went on to the Pacific, by himself. During the next few weeks we heard from him from time to time, but the character of his letters was not

reassuring. True, he told us in flourishing phrases that he meant to give our company the best send-off it ever had, but certain signs in the chirography and construction led us to believe that he was not on the water-wagon.

"Finally he wrote me from Niagara Falls that he would be in London in due time, taking a course up through Canada; and he advised me to go on to London and meet him there.

"With a good deal of uneasiness, I sailed for London. On arriving, I found a cablegram waiting for me from this fine English examiner, dated at Quebec and promising to meet me at London on a certain date.

"On this date I was in London accordingly. The financiers in the meantime had heard from their man quite favorably, and it looked as if everything was all right. But they would not close the deal until they got the formal report.

"The appointed time arrived, and the man didn't appear. For hours I walked the floor in the offices of the London men, and then, just about closing time, a telegram came from Liverpool that took me off my feet. It was the worst knockout I ever got. That infernal examiner had been taken off the ship a raving maniac! He had drunk himself into it.

"Well, you can imagine that those London financiers would not accept any report from a lunatic. They turned me down cold, and I sailed for home minus about \$20,000 that the experience had cost me.

"After that, I was glad enough to turn the whole proposition over to the New York bankers. Ever since then, when I wanted to raise money, I have let the bankers do it. This business of getting capital is best managed by men who know how. There are a lot of men in the country who may be first-class business men, yet mere apprentices at this sort of financiering. On the other hand, there are high-class bankers and promoters who are experts. Better pay them what they ask and let them do a good job!"



## Not Only Circulation But Also Subject Interest

Every subscriber of the Simmons-Boardman Publications reads his magazine with subject interest. It is a part of his business (so he says) to read the publication that covers his field.

And this is only accomplished by a special editorial treatment, by intelligent and thorough study of the field by a staff of experts, practical railway men, who spend weeks, months and often over a year in the preparation of feature articles for these three publications:

### Railway Age Gazette The Signal Engineer Railway Age Gazette Mechanical Edition

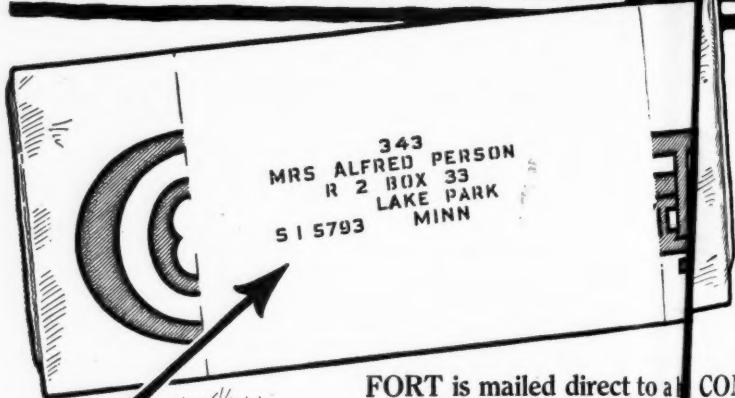
Necessarily every advertisement in these publications receives attention plus subject interest.

Operating officials are always on the alert for new devices that will effect economies and for devices which are now used in standard practice on other roads and which will more fully meet their requirements; heads of mechanical departments are out for shop efficiency; signal men are keen for everything that will make their signalling systems more faithful; more accurate and less troublesome.

Necessarily every manufacturer who buys space in these publications receives more than mere circulation (guaranteed by the A. B. C. Reports); he secures the benefit of subject interest, an exceptionally close relation between the reader and the Simmons-Boardman Publications.

**Simmons-Boardman Publishing Co.**  
NEW YORK CHICAGO CLEVELAND

*Charter Members of Audit Bureau of Circulations*



Addressed  
with a cutout  
stencil which  
gives a good  
clear im-  
pression.

FORT is mailed direct to a COM

When you buy advertising in  
million and a quarter will carry adver  
homes are in the very small for the c

You can be sure your adments  
of COMFORT is addressed without s  
to get a big, clear, legible address only

You know, too, the adver  
draggled and mused-upazine.  
wrapped—again the intensive

Why not reach the h  
the big rural city—in  
**HOMES** of money  
ers—with artiseme  
COMFORT



W. H. GALT Pub., Inc.

New York Office: 1105 Park Office: 1635 M  
WALTER R. JENKINS, Jr., Editor W. H. THOMAS, Jr.,

# COMFORT Goes To Homes Not News-stands

Down in the corner is a typical Western news-stand carrying a great variety of magazines. But COMFORT isn't there and can't be found on any news-stand in the world, because every copy of COMFORT'S is all subscription and no waste circulation.

When you see an advertisement in COMFORT you know that *every* magazine of our circulation carries an advertisement INTO A HOME—that over a million of the homes in the country.

Our advertisements will be delivered to the subscriber, because every copy of COMFORT is printed without stencil—the *most expensive way* but the only way that assures the delivery of *every magazine*.

Also, the advertisement in COMFORT will not be carried in any beaten news-stand. Every copy of COMFORT is separately and securely mailed to the subscriber the *most expensive way*. This sort of mailing costs money but it pays.

which reaches the heart of the rural community—into the homes of money farmers with advertisements in COMFORT.

W. G. A. Pub., Inc.

ADVERTISING

Office: 1635 Marquette Bldg.  
St. Louis, Mo. H. THOMAS, Representative





And this is Tommy, the 10-year-old son of Mr. and Mrs. Henry K. Chicago, the sum of all the boys in The Chicago Daily News family. The night that young Mr. Evanston proposed to his sister Marion, Tommy tore a hole in the knee of his trousers getting out from under the sofa.

His new trousers cost his mother \$400,000.

But Tommy didn't care. He picked up the \$100,000 bat and ball his father gave him for Christmas and tripped out into the yard in his new trousers as unobservingly as if money grew on every tree.

Tommy's parents are the ones that worry. At the present time, it's school. Tommy is to go to a private school, and The Daily News Educational Bureau has been taxed to its utmost in consultation. It's no easy job, for Henry K. is going to spend a million dollars on Tommy's tuition, and that's a tidy sum.

(When he was younger, Henry K. bought bonds to pay for Tommy's education. He is still buying bonds, but now chiefly for investment. Bond advertisers are rapidly learning how to reach Henry K.'s pocket-book. Last year The Daily News gained over 42% in financial advertising.)

Last week Mr. and Mrs. Chicago and Tommy returned from their summer vacation—taken largely for Tommy's benefit. Next week Tommy is off to school.

(When you realize that The Chicago Daily News family spent two million dollars in railroad fare alone on this vacation, you will admire the enterprise of the resort and travel advertisers who have learned how to get it. Last year, The Daily News gained over eight times as much resort advertising as any other Chicago newspaper.)

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# The "Loose-leaf" Catalogue vs. the Bound Book

How Some Advertisers Have Attempted to Combine the Advantages of Both

By Roy W. Johnson

THE catalogue-builder must work to two different sets of specifications—with the product on the one hand, and the market on the other. In other words, the catalogue must fit two sets of conditions, both of which are likely to be constantly changing. Improvements are made in the product, and the catalogue must keep pace with them. Prices change, and the catalogue must continue to tell the truth. Styles are withdrawn or added, and the catalogue cannot ignore them. And on the market side, no two prospects are quite alike. Some need more information, others less. Some are interested in the whole range of products manufactured, others only in special groups of products, still others in a single product alone. Some require the stiffest of technical data, others demand a presentation in words of one syllable. The hundred-per-cent catalogue (which represents an end to work toward, never to be quite attained) would fit them all, and at the same time deliver the last word on a changing product.

Doubtless the man who first discovered the "loose-leaf" catalogue, or rather the man who first thought of applying the loose-leaf principle to catalogue-building, thought he had hit upon the one comprehensive solution of the problem. And so he had—theoretically. It immediately became possible to reprint any group of pages which had become obsolete, without at the same time reprinting the rest of the book; and at the same time a proper collation of appropriate sections could be sent to any prospect, without wasting on him a lot of printed matter in which he had no immediate interest. The loose-leaf catalogue could—in theory—be made to fit both the product and

the market absolutely perfectly.

Now the fact of the matter is, that like so many other things which are theoretically perfect, the loose-leaf catalogue has its practical drawbacks. There are mechanical difficulties in providing a binder which will do the work without prohibitive expense. There is the difficulty in judging the needs of prospects, so as to send them just enough information—not too much, which means waste, nor too little, which may lose the sale. There are difficulties in indexing the book for reference. And above all, there is the difficulty in getting prospects to keep the books up to date. This latter varies, of course, according to the degree of interest which the prospect has in the line. But it is the greatest argument against the loose-leaf idea.

"We have several loose-leaf and loose-section catalogues in our files," said a New York architect to the writer. "When additions or corrections come in we generally slip them inside the binder, but we haven't taken the trouble twice in ten years to insert them in place of the matter they are intended to supersede. When we want to refer to the book, we shake it gently, and if any loose sections fall out which refer to the specific material we are after, we assume that the information is up to date. If not, we may refer to the catalogue and we may not. There is always a latent doubt in our minds about the material in these binders."

## HOW THE CONSUMER LOOKS AT IT

The above remarks illustrate quite clearly one of the fundamental advantages of the permanently bound volume, over any collection of catalogue material which is subject to change. It is

purely a psychological advantage, but it is very real just the same. The bound volume *looks complete*, the information it gives is unequivocal, and there is no suggestion that it may have been superseded. The loose-leaf volume, on the other hand, is confessedly incomplete, and its very form is a warning that its data are subject to change. The burden of keeping it up to date is shifted upon the prospect, and while he doesn't usually resent that feature of it, he generally has a sneaking suspicion that he hasn't kept track of all the changes. At least, those are the reasons given by some very large catalogue-users for sticking to the permanently bound book—even at a higher cost.

But, as stated in a previous article, there is no standard practice in this regard, even among concerns in the same field. In very many lines, such as hardware, for example, corrections and changes must be made from time to time, and it comes down to a question of methods. Yale & Towne use the loose-leaf system for their dealer catalogue, and when necessary whole sections are replaced by new ones. Sargent & Company stand by the bound volume, and send out corrections in the form of gummed stickers, which are to be pasted over the old pages. The book is bound with considerable space between signatures so as to allow for the added bulk of the pasters, and each signature is reinforced at the fold with a strip of cloth. Thus if the dealer closes the heavy volume on a ruler or some other bulky object, to keep the place while he waits on a customer, the back of the book will not be split. These hardware catalogues contain upwards of 1,000 pages, and if they are to last for the full term of their usefulness—from five to 15 years or more—they must be substantially built.

#### THE "YEAR-BOOK" AS A COMPROMISE

Some years ago, the Simmons Hardware Company, of St. Louis, refused to embrace either horn of the dilemma any longer, and led the way in a compromise which

has been accepted by a number of other concerns in the jobbing field. This compromise consisted in the discarding of both the expensive bound catalogue and the loose-leaf form, and the adoption of what is known as a "year-book"—a paper-covered, wire-stitched volume, printed on cheap stock and illustrated mainly with line cuts. The advantage of the "year-book," as its name implies, is its timeliness. Though it is a bulky proposition—the Simmons book is nearly two and one-half inches thick—it is inexpensive as compared with the older form of bound book, and a new edition can be supplied each year. But its obvious disadvantage is its unattractiveness. There is no opportunity to play up the quality of the goods in the illustrations, and no chance for colored inserts in a book of this size, which must be distributed by the thousands every year.

It may be argued that the hardware-dealer doesn't need an attractive catalogue, but the manufacturers are not ready to concede that point. "We would adopt the 'year-book' in a minute," said one of them to the writer, "if we thought the dealers wanted that sort of advertising. But we think it would result in distinctly cheapening our line in their eyes." Another manufacturer declared: "The 'year-book' is only a passing fad. Simmons tried it out, and the other jobbers followed his lead, as usual. But it makes the line look like a lot of junk, and some day you'll see Simmons coming back to half-tones and coated stock. Then all the rest of them will follow suit, and we'll be right where we were before."

However that may be, there is one feature of the "year-book" from the jobber's point of view which is a strong argument for its permanence: it is a splendid stimulator for mail orders. It is possible to give net prices on a good many items, and to bind a discount sheet under the back cover with a fairly good chance that many of the prices will remain unchanged during the life of

(Continued on page 63)

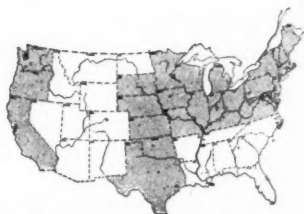
# No "Adamesque" Farmers!

Even in the hottest harvest fields the farmer wears clothes; the lowliest harvest hand is decently covered.

And when the farmer comes to town he is as well dressed as anybody.

Since everybody agrees that our 52,000,000 country folks wear clothing, such people as Hart, Schaffner & Marx, the Royal Tailors, Sonneborn, Stein-Bloch and Kirschbaum have only one excuse for not advertising in *The Farm Journal*—they aren't sure of sufficient distribution to care for the demand created by *Farm Journal* advertising. This distribution problem would indeed be a serious matter except that these big clothing manufacturers have covered the 230 cities of 25,000 and over,

located in the 29 richest states indicated by our map. The stores in these cities are already serving some farm trade—they want more.



In the 29 shaded states are 65% of the general stores, 84% of the clothing stores, 93% of *The Farm Journal's* circulation. In this rich territory are the most buyers of and most distributors of any branded clothing.

Yes, we mean exactly that. Hart, Schaffner & Marx goods, for instance, are on sale in the very cities which are country trading centers, and where the clothing stores already enjoy much farmer business, but could handle more.

For further details read *Gumption* regularly—and apply its facts to your own business.

"We sell for less than others can buy!"

# 1915

## Overland

### MODELS

Model 40  
40 H.P. 40 H.P.  
40 H.P. 40 H.P.

Model 40  
40 H.P. 40 H.P.  
40 H.P. 40 H.P.

Model 40  
40 H.P. 40 H.P.  
40 H.P. 40 H.P.

Model 40  
40 H.P. 40 H.P.  
40 H.P. 40 H.P.

# 1915

## Pontiac

### MODELS

Model 40  
40 H.P. 40 H.P.  
40 H.P. 40 H.P.

Model 40  
40 H.P. 40 H.P.  
40 H.P. 40 H.P.

Model 40  
40 H.P. 40 H.P.  
40 H.P. 40 H.P.

Model 40  
40 H.P. 40 H.P.  
40 H.P. 40 H.P.

## C.T. SILVER

1560 Broadway at 51st Street N.Y.C.

TELEPHONE 700 CIRCLE

Small text at bottom: "We sell for less than others can buy!"

CALL FRANKLIN 1182

# BORDEN'S MILK

**1** HEARTYER milk makes part of the diet that you eat at Borden's. It is the best milk in the world. It is the only milk that is so pure and so rich. It is the only milk that is so sweet and so creamy. It is the only milk that is so healthy and so delicious. It is the only milk that is so good for you. It is the only milk that is so perfect. It is the only milk that is so Borden's.

**EVERY BORDEN PRODUCT IS A STANDARD**

## BORDEN'S BOTTLED MILK

BORDEN'S BUTTERMILK BORDEN'S ROGETE CREAM  
BORDEN'S UNWEETENED CONDENSED MILK  
BORDEN'S STERILIZED HEAVY CREAM  
BORDEN'S ICE CREAM BORDEN'S PASTEUR BUTTER

### BACELL'S

**STURGEON CERTIFIED MILK** **STURGEON CERTIFIED MILK**  
BORDEN'S STERILIZED MILK BORDEN'S STERILIZED MILK

See Borden's in your local store. See Borden's in your local store.

## BORDEN'S CONDENSED MILK CO.

1000 FRANKLIN ST. **CHICAGO, ILL.** NEW YORK

[illegible]

# 650,000 bil

# THAT BR R

**P**LACING an advertisement  
back cover of the NEW  
**TELEPHONE** REC  
placing it on 650,000 billbo  
selected locations in city.

It's just where it do t

## It's in sight day and near

It's *bound* to be seen/read

It has brought big \$ for  
do the same for you.

*Make Reservations Now  
in future issues*

For rates or further particulars, telephone

P. W. ELDRIDGE, Sales  
NEW YORK TELEPHONE  
Company  
15 Dey Street





**F**OUR NEW YORK CITY NEWS-papers devote two or more columns of space DAILY to news printed in Italian.

Many other influential American newspapers in other parts of the United States also print columns of news daily in Italian.

Italian is the only Foreign language used by American newspapers in order to reach and make REGULAR readers of a large and influential class of Americanized Foreigners.

Is this not a pretty good sign that the Italian family circle is an important place to send the SALES STORY of any advertised product?

And by the same token this can be best done by the use of

## IL PROGRESSO ITALO-AMERICANO

the leading Italian daily newspaper in the United States, with a net daily average circulation of 134,832—all in the family circle.

Il Progresso is published according to the better standards of American newspapers.

Il Progresso advocates and strictly maintains the good American principle of "one rate to all" in a published rate card.

Il Progresso subscribes to the principle of "known circulation" by membership in the Audit Bureau of Circulations.

And Il Progresso will aid in the economical and efficient distribution of advertised goods within its zone of influence by an able and willing Merchandizing Bureau.

A request will bring asked-for facts and figures.

### Il Progresso Italo-Americano

Member Audit Bureau of Circulations.

Member American Newspaper Publishers' Association.

42 Elm Street

NEW YORK CITY

*Net Daily Average Circulation, 134,832*

Built by maintaining the standards  
of the best American newspapers.

### *Il Progresso Italo-Americano Della Sera*

which latter phrase means "of the evening," is second in circulation in the evening field. In combination with the morning edition the advertising rate is 30c. per inch additional.

the book. The dealer is thus able to feel reasonably certain that he knows what the goods are going to cost, and doesn't have to worry as to whether he has the latest discount sheet or not.

That may seem like a very minor matter, but it is extremely important in the hardware trade. Hardware jobbers have been accused from time immemorial, almost, of overcharging dealers who ordered by mail. Last January the Retail Hardware Association staged an investigation through its members, by getting a group of dealers to send identical orders by mail to a selected list of jobbers. Then the invoices were collected, and compared. It was found that the prices varied from 20 to more than 100 per cent on the same goods from different jobbers, and that on shipments from one jobber of identical goods to three different dealers, there was also a wide variation in the prices charged.

Such a condition has made the hardware-dealer a little cautious about ordering by mail, and he prefers to wait until a salesman arrives who can quote prices. Naturally the dealer will order from the first jobber's salesman who appears, if he is actually in need of the goods quickly, and that results in orders scattered among many different concerns. E. C. Simmons tells of attending a creditors' meeting following the bankruptcy of a dealer who was in debt to no less than 131 different concerns.

Now the "year-book," by quoting prices which the dealer feels are at least approximately what he will be asked to pay, enables him to order by mail to fill in his stock, and he can concentrate his orders with fewer houses. Incidentally, the jobber profits by the arrangement, as he is likely to get more of each dealer's business. These "year-books" are built with the object of making it as easy as possible for dealers to order by mail, and to an outside observer, that feature more than makes up for the absence of half-tones and colored inserts.

Now, of course, the "year-book"

idea is quite feasible for the jobber, or the manufacturer either, for that matter, whose customers may at any time be in the market for the complete line. A hardware-dealer is likely to be an equally good prospect for files and for locks, or axes, or hinges, or tenpenny nails—in short, he must be supplied with a catalogue which features the whole range of manufactured products. Any one of the jobber's customers is likely to be interested in everything the jobber carries. In other words, the average merchant classifies himself as being within the field, or outside of it.

#### THE PROBLEM OF CLASSIFYING PROSPECTS

Goods of this sort are allied on the producing end, and also on the selling end. The same man sells all of them, and the same customer buys all of them. But there are plenty of goods which are allied on the producing end, yet are not allied at all when it comes to their distribution and sale. For example, there is the American Can Company, which makes a line of upwards of 4,000 different articles, chiefly of stamped metal. The goods might be classified together under the head of "stamped metal ware," but the market is so widely diversified that its classifications seldom overlap. The prospect for tobacco tins has no interest whatever in lard pails; the manufacturer who buys the company's trunk coverings is not likely to want orchard heaters; shipping cases for motion-picture films are not sold to buyers of cracker boxes; adding-machine prospects are not usually large buyers of tin vegetable cans; and so on. So the company is able to feature its products in separate catalogues, each designed to fit the needs of a different class of buyers. The prospect who classifies himself as a buyer of oyster cans, automatically eliminates himself from consideration as a buyer of the company's other lines. The company knows what to send him and what not to send him.

So we have two extremes—the

catalogue which must show everything, and the catalogue which needs to show only a certain group of products. But there is a vast middle ground, in which the classes of prospects overlap. An inquiry for a catalogue of electric fans comes to a manufacturer, let us say, from a man who is planning a big addition to his factory. Of course he will get what he asks for, but isn't he also a prospect for motors to drive his machinery? Perhaps he is in the market for arc-lamps, transformers and heating devices. How much catalogue material shall be sent in addition to the information about the fans?

No system has ever been invented which will automatically select for a prospect of that undefined sort the precise collection of catalogue data which will be most productive. To send him too much represents a waste, and to send too little may be wasteful also. He probably doesn't want a binder full of assorted bulletins, yet he might be an easy prospect for some things which are not indicated in his original inquiry. Moreover, there is the ever-present problem of finding out whether he wants his information in popular phraseology, or whether he is able to understand a technical presentation.

#### THE "ADVANCE CATALOGUE" PLAN

The American Blower Company, of Detroit, has recently tried out a plan of using an advance catalogue to avoid the waste of sending bulletins which are not wanted, and at the same time advising the prospect of the different lines manufactured. This concern manufactures a line of machinery which involves the use of rotary fans, including heating, cooling and ventilating systems, forced-draft apparatus, air-purifying systems, drying and humidifying systems and the like. It issues a series of bulletins which explain the product in technical terms, and which are bound together in a loose-leaf binder.

The advance catalogue, on the contrary, is quite untechnical, and is designed to feature the results

obtained from the different systems of the company's manufacture. It includes the whole range of products, shows how they are applied in typical installations and features a large number of photographs of prominent buildings in which the systems are used. The sawmill owner who wants information about a blower to handle his sawdust gets the advance catalogue with it. There he finds enough information about a lumber-drying equipment to start him thinking. The building committee of a school board which asks for data on a ventilating system finds in the advance catalogue some information on heating systems and air purification. A return postcard is bound inside the front cover, bearing a list of the separate bulletins, and the prospect has only to check the publications he wants.

But it is not market conditions alone that determine the use of a more flexible form of catalogue than can be provided in a single bound book which is printed as a unit. Sometimes conditions within the factory itself make some modification of the loose-leaf principle advisable, particularly when the data must be obtained from several different departments which operate more or less independently of one another. Such a development is described by A. T. Hugg, advertising manager of the Detroit Steel Products Company, manufacturer of Fenestra Steel Sash Windows.

"Getting out the early catalogue had always been considered a 'big job' with us," Mr. Hugg writes to **PRINTERS' INK**. "Our book is not very large (140 pages), but there are so many angles to the Steel-window proposition that practically every department in the factory is obliged to take a hand in the preparation of copy. Then it is the advertising department's job to collect this information and make it readable.

"Of course, it has never been possible to get all this material from all these different departments at one time, and when, after weeks of 'prodding' and 'following up,' the book is, at last, writ-



(From Leslie's Motor Department.)

Is it any wonder that Leslie's is such an effective motor truck medium, when its readers make direct want-to-buy inquiries of which the following are typical?

—from an Oklahoma mining corporation for two combination freight-and-passenger trucks

—from a summer hotel for trucks to supplant horses for a daily 16-mile haul from the railroad

—from the president of a Pennsylvania corporation for a fleet of busses and trucks for a private 28-mile haul in competition with a railroad

—from an U. S. Army purchasing agent for two special supply trucks and two motor ambulances for service in the Canal Zone

—from a transfer company, to supplant 40 horses and 30 wagons with motor trucks; etc.

# Leslie's

*Illustrated Weekly Newspaper*

LUTHER D. FERNALD, ADVERTISING MANAGER

T. K. MCILROY, EASTERN MANAGER

F. F. BUCKLEY, WESTERN MANAGER

# Canadian Campaigns

**A**DVERTISERS influenced in the selection of mediums and agency service by the fact of membership in the Audit Bureau of Circulations are advised that the undernamed are some of the publications and agencies which are

## A B C

### Members in Canada

#### DAILIES

**TIMES** . . . . . Moose Jaw  
**FREE PRESS** . . . . . London  
**BRITISH WHIG** . . . Kingston  
 (also Weekly Edition)  
**EVENING CITIZEN** . . Ottawa  
**HERALD & MAIL** . . Halifax  
 (also Weekly Edition)  
**HERALD** . . . . . Calgary  
**EVENING PROVINCE** . Regina

#### ILLUSTRATED WEEKLIES

**CANADIAN COURIER** . Toronto

#### AGRICULTURAL WEEKLIES

**FARMERS' ADVOCATE** . London  
**FARM & DAIRY** . Peterborough  
**CANADIAN FARM** . . Toronto

#### ADVERTISING AGENCIES

**H. K. McCANN CO., Ltd.** . Toronto  
**J. WALTER THOMPSON CO., Ltd.** . . . . . Toronto

Authoritative and necessary data about the Canadian market and the advertising mediums that reach it (including rates, circulation, etc.) is contained in **LYDIATT'S BOOK**, "What's What in Canadian Advertising." Invaluable to anyone considering Canada. 334 pages, leather-bound, pocket-size, price \$2.00. From **W. A. LYDIATT**, 53 Yonge St., Toronto, Canada.

ten and ready for the press, it is generally discovered that new models have been perfected in the meantime, or details have been changed, so that by the time page-proof is received, the new catalogue is already somewhat out of date.

"This year it was decided that the entire catalogue should not be held up just to take care of little changes that were constantly arising in one department or another, so the problem became how to release a portion of the book and still hold up the rest.

"Then someone suggested that the catalogue be divided into sections, and that one or two of the sections at a time be printed. This seemed a very good idea, because the subject matter was already divided into sections, 'Sidewall Sash,' 'Monitor Sash,' 'Doors,' 'Partitions,' 'Underwriters' Sash,' etc. It was really so simple that we wondered why we had not thought of it before.

#### A GAIN ALL AROUND

"The result was beneficial in many ways. In the first place, the catalogue went to the press without any more difficulty. In the next place, it was possible to send out to our sales force the various sections as they were printed, thus giving our men the latest information about the Fenestra line before the bound book was off the press. It gave opportunity also for including in the book certain details, which could not have been inserted had we set an arbitrary date for publication and stuck to it.

"The best part of it was that after the catalogue was distributed architects, engineers and builders generally were very much pleased with the sectional idea, inasmuch as it divides the subject matter logically, and permits a better index. Many complimentary letters have been received commenting on the ease with which needed information can be located.

"The catalogue now consists of twelve divisions or folders of from four to thirty-two pages each. These are punched and held together in a heavy cover by flat-headed screws

"In case a section becomes obsolete, that portion of the catalogue is revised, and a new section already punched is sent out to the recipients of the original catalogue. It is then merely a matter of loosening the screws, lifting out the obsolete section and inserting the new one in its place.

"In case of an addition to the Fenestra line, an additional folder is made covering the new product, and this folder, punched to fit into the cover, is sent out with instructions regarding where it is to go.

"The objection was raised that the recipients of the catalogue would be too busy to file these additional sections properly, and that, at most, they would be slipped loosely inside the front cover.

"The replies received indicate that this is not the case, but that the majority of those who receive the sections file them carefully.

"Even assuming that the sections are not filed, however, the plan has a distinct advantage in that it gives an opportunity to recall the name 'Fenestra' to the recipients of the catalogue every time a new section is printed. If the catalogue were not sectional, it would mean a big expense in reprinting it *in toto*, or holding up this information until such time as we had a sufficient amount to print a supplementary edition."

In brief, the whole problem resolves itself into a question of compromise. The hundred per cent catalogue doesn't exist, and probably never will be produced. When all is said and done, the conditions which the individual concern must face will govern the form of the catalogue, and those conditions must be studied both in the market and within the organization itself.

#### Horace F. Smith Joins Freeman Agency

Horace F. Smith has resigned as manager of the Manufacturers' Exhibit of Richmond, Va., to become associated with the Freeman Advertising Agency, of that city.

Butler Bros., a Chicago wholesale mail-order house, announce that they have added groceries to their line of general merchandise.



WILLIAMSPORT, PA.

**Sturdy — Substantial — Dependable**

A countrywide circulation in small cities, towns and villages where for the most part it is delivered each week by its 14,000 carriers and agents.

The average weekly circulation last year was

**273,599 copies per issue.**

Approximately 57% of its circulation goes into towns of less than 1,000 population, 23% of it into towns of between 1,000 and 5,000 population, 15% of it into towns of between 5,000 and 25,000 population, and only 5% of it into towns of more than 25,000 population. In other words, you will notice that 80% of the circulation is in towns of less than 5,000.

Eighty-two per cent of these papers are circulated East of the Mississippi River, and 17% West of it, 1% in Canada and other foreign countries.

GRIT is carrying more and more general publicity advertising, as manufacturers discover the possibilities of its wonderful field, and the ease with which an entering wedge can be made through its columns.

**GRIT PUBLISHING COMPANY**  
Williamsport, Pa.

**THE JOHN BUDD COMPANY**  
*Advertising Representatives*  
Burrell Bldg., New York; Tribune Bldg., Chicago; Chemical Bldg., St. Louis.

# Trade Press Federation Takes Action on Agency Relations

Resolution Adopted Which Will Make for Improved Conditions

**A**MONG the things accomplished by delegates at the tenth annual convention of the Federation of Trade Press Associations held last week in Philadelphia, four stand out prominently. Standards of practice for business papers, first approved by the New York Trade Press Association, were adopted; the convention moved to apply for membership in the Associated Advertising Clubs of the World; a committee of five was named to co-operate with a committee from the Agricultural Publishers Association for the betterment of relations; and provision was made for a committee of ten whose work will be to find ways of solving the advertising agency problem as relating to the trade-papers.

Perhaps it is not too much to state that the discussion of advertising agency relations was one of the most important of the convention. The keynote of the discussion was sounded Wednesday afternoon in an address by J. J. McPhillips, advertising editor of the *Textile World Record*. That address was "How Business Papers Can Get More Business from Advertising Agencies."

"The annual expenditure for advertising in the United States is \$700,000,000," he said. "\$200,000,000 is expended for general advertising. Of this \$200,000,000 about \$75,000,000 is expended for salaries, printed matter, etc., for advertising departments. At least \$230,000,000 is placed through advertising agencies. \$46,000,000 is approximately the total of advertising in technical and trade papers, very little of which comes from the \$230,000,000 placed by advertising agencies."

"There are about 600 advertising agencies in this country, varying from one man organizations up to concerns like N. W. Ayer & Son, employing 259 people; J.

Walter Thompson Company with 200 employees; George Batten Company, 125; Frank Seaman, Inc., 118; the Mahin Advertising Company, 100, and many others employing anywhere from 25 to 75 each. Many of these employ expert artists, engravers, writers, sales managers, merchandisers, etc. Ninety-nine per cent of the recognized agencies discount their bills.

"Of course, business papers do not get from agencies all the business they think they are entitled to, and judging from correspondence I had with various business press publishers a few months ago, advertising agencies are blamed for much of the deficiency.

## TO WORK THROUGH THE AGENT

"And so the problem is to get business that the agent controls and get it, not over his head, but through the agent. Now of that \$230,000,000 placed by agencies each year we get a very small percentage, although for the advertiser's sake we should have nearly all of some appropriations of which we now get but a small part.

"Instead of taking as we do a more or less general stand against commission, why can we not arrange to give it to those entitled to it or arrange a graduated commission for those who do only a part of a real agent's work with full commission to those who do all that should be done by the efficient advertising agent. The amount of money paid out in commissions would be so small that it does not seem worth while to let the lack of commission stand as a reason against the placing of business with trade-papers.

"The removal of that obstructive condition with its apparently co-existent feeling of antagonism against agents would go a long way toward wiping out the real





## At Work!

50,000 copies of our Fall Trade Issue have reached as many dealers in small towns, and their inquiries to our advertisers are now coming in and being turned into new accounts.

Hereafter the *Inland Storekeeper* will accomplish this function, as already announced. Full details gladly given on request.

# Today's

461 Fourth Avenue, New York

## A Buying Power Worth Your Consideration

is represented by the men who read Practical Engineer. They are chief engineers, superintendents and owners—men identified with all kinds of manufacturing industries—men of influence and authority.

### PRACTICAL ENGINEER

reaches 22,500 of these men twice a month. They watch its advertising pages closely—they do so in order to keep in touch with the latest and best of the products designed for use in the modern power plant. A map showing Practical Engineer's circulation by states and industries will be mailed upon request. Send for it.

### TECHNICAL PUBLISHING COMPANY

537 So. Dearborn Street  
CHICAGO, ILL.

or fancied prejudice that the agent has against the business press.

"We could adopt a set of resolutions concerning our stand with regard to advertising agencies and have it represent the sense of the Federation on the question of agency relations—a copy being sent to all agencies in the country."

The sentiment in the address was approved by many of the delegates and was responsible for the provision for the special committee. At the same time the committee's work was outlined in the following resolution drawn by Mr. McPhillips and adopted by the convention:

#### RELATIONS WITH ADVERTISING AGENCIES

WHEREAS the Federation of Trade Press Associations in Tenth Annual Convention assembled, being desirous of establishing more cordial and reciprocal relations with recognized advertising agencies and believing that the good of the advertiser requires closer cooperation, it is hereby Resolved that a committee on Advertising Agency Relations, consisting of ten or more, be appointed by the incoming Executive Committee of the Federation as soon as possible after election, and that said Committee shall undertake among other things that it may itself decide upon as helpful to our purpose the following:

First: To arrange for joint conferences with representatives of the Advertising Agents Division of the Associated Advertising Clubs of the World to discuss matters of mutual interest affecting the good of the advertiser.

Second: Formulate a federation code by which advertising agencies shall be judged as to their fitness to serve business press advertisers.

Third: Determine upon a percentage of commission with or without cash discount which the Federation shall recommend to its membership as an adequate compensation to be allowed by those publications of the business press whose policy it is or may be to grant an agency differential, and providing for a graduated commission for those who do only a part of real service agency work, with full commission to those who render full service as defined by the Federation code.

Fourth: Canvass the situation to determine whether or not a special commission shall be paid (by those whose policy is to pay an agency differential) to such agencies as specialize on business press advertising.

Fifth: Investigate the feasibility of some kind of a co-operative movement having as its object the education of the advertising agents along lines that will tend to give them a more favorable impression of the business press as a whole.

Sixth: To push this work along as

rapidly and vigorously and continuously as possible arranging, if deemed advisable, for additional joint conferences with different agents and publishers in different sections of the country and planning to crystalize the thought and sentiment of the Federation, so that at our next annual convention this committee shall be prepared to report for adoption or rejection in whole or in part, what may for our present purpose be termed "a platform of advertising agency relations for business papers."

Another angle on the situation was shown by the report of the committee on agency relations. In a canvass made by the committee, 142 trade-papers were heard from. Of that number 67 pay commission for strictly new business, 41 pay commission on all business, and 34 pay no commission at all.

Of the total number canvassed, 30 per cent of the publications reported that they pay commission on all business from agencies. Forty-five per cent take the middle ground, and pay commissions on business created by the agencies. Less than 25 per cent refuse to pay any fee to the agencies.

#### THE AGENCY'S POSITION

Many of the publishers complained of the average agency's inability to handle technical accounts intelligently. On the other side, agents declared that trade-paper publishers lack appreciation of the advertising agencies' worth. The agents' replies hit at cut rates, failure to pay commissions, and lack of circulation proof.

The committee recommended that the federation take definite stand on agency relations, remarking that it was the only serious unsettled question before the organization.

In discussing the agency relations problem of American trade-paper publishers, Colonel J. B. Maclean, of Toronto, president of the Maclean publications, remarked to a PRINTERS' INK representative:

"During 28 years of business as a publisher I have never paid commissions to advertising agents. In Canada the agents do not cater to the technical and trade-paper accounts, preferring to concentrate their efforts on the general advertising field." Colonel Mac-

## Jersey Cream with a Metropolitan Flavor

### THE NEW MEDIUM

Covering the Richest, Most Populous and Responsive territory in Northern New Jersey and Southern New York States



Giving Unparalleled Co-operation to agents and clients

200 cities and towns reached in Suburban Zone, via

## Erie Railroad Car and Poster Advertising

The Best Car Advertising in New Jersey. It costs less and is the most effective

Over 500 steam-cars in the Suburban Zone—11 x 21 cards. Display of one-sheet posters in Cabins of 8 Ferry-boats—Erie Tube, Jersey City Station and ferry slips and slips at 23rd and Chambers St., N. Y.

One sheet and three-sheet Posters on 200 stations in the Suburban Zone—and 300 additional between NEW YORK and CHICAGO—all facing track. Painted R.R. Bulletin-Boards at choice, selected locations.

1. The Erie R. R. Suburban Service carries Summer and Winter the Greatest Number of daily commuters of any railroad entering New York.
2. Gives each prospective consumer 35 to 45 minutes to ride and to read.
3. Taps the richest and most populous sections of New Jersey and the southern tier of New York States.
4. Costs less than any other car advertising and covers the territory better and for less money than any other medium known.
5. Helps you with unparalleled co-operation.

After careful analysis of our proposition the country's leading advertising staffs have contracted for more than half our space for the next ten years!

For Rates, Maps and Full Particulars, Address

**GEO. W. ROEBLING**  
50 Church Street New York  
Telephone 8480 Cortland

## ALL ABOARD!

lean is at the head of 15 publications.

In appointing a committee to meet with the chosen committee of the Agricultural Publishers' Association, the federation took an important step toward smoothing out differences between the trade and farm papers. The motion for the appointment of such a committee followed an address of Hugh McVey, advertising counsellor of *Successful Farming*. The committee includes E. C. Hole, of the *American Lumberman*, Chicago; W. H. Ukers, *Tea and Coffee Trade Journal*, New York; E. N. Haag, *Shoe and Leather Facts*, Philadelphia; George Griffiths, *Hardware Age*, New York, and Max Holtz, *Dry Goods Economist*, New York.

In leading up to his definite suggestion, Mr. McVey sketched the great resources of the agricultural States, and the opportunities for better merchandising in the small towns. He told of efforts his publication had fostered to make advertised goods better known.

#### CO-OPERATION WITH FARM PAPERS

"Many of you trade-paper editors, however, know the condition, and are laboring to help the merchant in the small town," he said. "Farm papers will be glad to co-operate with you in this work and this is the real mission of my visit to your convention.

"We want to help in making the country retailer a better merchant. He has problems and difficulties to-day that were undreamed of a short time ago, and opportunities as well.

"The merchant to-day is not isolated because he is in a small town. The automobile makes it easier for farmers to go a considerable distance to trade. There are now more than 500,000 automobiles on the farms. Some merchants in country towns have feared the automobile, saying it takes trade away from them, but the truth is that it can be made an asset instead of a liability, if they want to so consider it. For with automobiles the farmer can come from farther distances to

trade—if the merchant will attract them.

"Don't you think it would be a good idea for us, as publishers, to join in a campaign to develop thoroughly this great field for national advertising? As a matter of fact, the work has already been started. Many of you have heard of the 'Hampton Plan.' It is nothing more or less than an idea originated by the farm papers to encourage the merchants of country towns to 'couple up' with national advertisers. We are working out in this Iowa town a concrete example to prove to other small towns that they can hold considerable of the trade which now goes to the larger centers, and develop much new business if they will couple up with national advertising.

"It is my suggestion that your convention appoint a committee from the members of your association who have given consideration to these things to work in connection with our Trade Relationship Committee. There are many vital problems that could be taken up immediately by these committees in joint session. I have the following suggestions:

"How can the expensive 'broad-sides' exaggerating campaigns to dealers be eliminated and the money spent in trade-papers?

"Are dealers' papers published in conjunction with farm papers and other general mediums of any value to the retailer?

"Can a publication be of value for creating both dealer influence and consumer demand?

"Should farm papers turn the result of their statistics bureaus, investigation corps, etc., over to trade-papers, and can trade-papers reciprocate by similar service?

"Should farm papers advertise in trade-papers to acquaint the dealers more thoroughly with the value of farm papers to them in developing their territory both from an agricultural standpoint and as regards the campaigns of advertisers whose goods are sold by dealers?

"Can farm papers without endangering their positions as farm papers carry more editorial matter

The Leading Farm Weekly of the Central West

# ORANGE JUDD FARMER

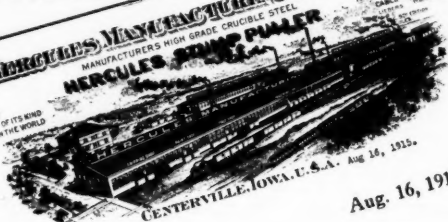
Chicago, Illinois

Again leads  
them all

Heads the  
list of  
fifty  
leading  
farm  
papers

**HERCULES MANUFACTURING COMPANY**  
MANUFACTURERS HIGH GRADE CRUCIBLE STEEL  
**HERCULES STUMP PULLER**

LARGEST  
FACTORY OF ITS KIND  
IN THE WORLD



Aug. 16, 1915

Orange Judd Farmer,  
Chicago, Ill.  
Gentlemen:

We have just completed checking over our business for the past year and you'll be pleased to note that among some 40 or 50 papers carrying our advertising, including our full page copy, **ORANGE JUDD FARMER** heads the list in producing business at the lowest cost. **ORANGE JUDD FARMER** has produced satisfactory results for years, but during the past year it has been more profitable to us than any year in the 10 years we have used it.

We congratulate you on the showing made by  
**ORANGE JUDD FARMER.**  
Yours very truly,  
**HERCULES MFG. CO.,**

BY *B. A. Heller* PRESIDENT

Farmers  
who buy  
stump  
pullers  
are the  
progressive  
kind. They  
cultivate

every possible inch of their land. *Orange Judd Farmer* reaches 125,000 (guaranteed) of that kind—nearly 55,000 in Illinois.

**ORANGE JUDD COMPANY, Publishers**

Members of the Audit Bureau of Circulations

Headquarters 315 Fourth Ave., New York

1518-1526 Michigan Boulevard Bldg., Chicago

Oneida Bldg., Minneapolis, Minn. 909 Candler Bldg., Atlanta, Ga. Myrick Bldg., Springfield, Mass.





If advertisers could only meet personally and visit the homes of all their "inquirers," THE BREEDER'S GAZETTE couldn't accommodate the increased space over their regular schedules that advertisers would want to use.



that will help solve modern merchandising problems?

"Do some trade papers do the best farm papers an injustice by picturing them as enemies of the retail dealer?"

Mr. McVey told a PRINTERS' INK representative that *Successful Farming* was about ready to sign a contract for space in a technical paper to show the variety of goods handled by dealers in small towns. He believes the national advertiser will get better pulling power from all directions when such campaigns are under way.

"Dealers in small towns ought to know what goods are being advertised in farm papers," he remarked. "By reaching the retailers through their trade-papers we can do just that thing. In the past the small-town dealer has felt that the farm papers were his enemies. We've got to change that attitude by showing the retailers how we can help them get more business."

#### PRESIDENT HOUSTON SPEAKS

And right in line with Mr. McVey's remarks came the unscheduled address of Herbert S. Houston, president of the A. A. C. of W.

"The Associated Advertising Clubs of the World stand absolutely on the rock that present retail distribution should be preserved," said Mr. Houston. "You gentlemen of the trade press are interested in the retailer, and his need of protection from unfair competition. Advertising interests are organized quietly for the protection of the retailer. The work of the vigilance committee and the passage of advertising laws based on the PRINTERS' INK statute prove this.

"To-day more than 5,000 retailers are in the A. A. C. of W. By next June we hope to have 5,000 or 10,000 more. It is important that the operations of retail merchandising be standardized, and the merchant made a better business man. The advertising clubs are the best way of getting the point of contact to accomplish that end.

"Our work this year is broadly aimed at the retailer. The clubs are marching forward. Rochester and Cleveland have voted to apply for membership. Detroit is about ready to make the same move, and Buffalo. The advertising clubs of those cities have been outside the fold in the past."

President Houston urged the federation to enter the advertising clubs as an organization. Closely following his address came the motion for the adoption by the federation of the standards of practice. The convention unanimously was in favor of the adoption. After some discussion as to the propriety of applying for admission to the associated clubs while part of the federation members—the Business Press—were in the organization, the federation voted to do so. Officers of the Business Press stated that it was understood that that body would resign to let the larger organization have representation.

The standards of practice adopted by the federation follow:

The publisher of a business paper should dedicate his best efforts to the cause of Business and Social Service, and to this end should pledge himself:

1. To consider, first, the interests of the subscriber.
2. To subscribe to and work for truth and honesty in all departments.
3. To eliminate, in so far as possible, his personal opinions from his news columns, but to be a leader of thought in his editorial columns, and to make his criticisms constructive.
4. To refuse to publish "puffs," free reading notices or paid "write-ups"; to keep his reading columns independent of advertising considerations, and to measure all news by this standard: "Is it real news?"
5. To decline any advertisement which has a tendency to mislead or which does not conform to business integrity.
6. To solicit subscriptions and advertising solely upon the merits of the publication.
7. To supply advertisers with full information regarding character and extent of circulation, including detailed circulation statements, subject to proper and authentic verification.
8. To co-operate with all organizations and individuals engaged in creative advertising work.
9. To avoid unfair competition.
10. To determine what is the highest and largest function of the field which he serves, and then to strive in every legitimate way to promote that function.

In seconding the motion for the adoption of the standards of

practice, H. M. Swetland, president of the United Publishers' Corporation, said:

"It is a great pleasure to see that the plan has come before this convention. I hope to live long enough to see our organization living up to the standards as outlined."

#### POSTAL MATTERS

One of the most important references in the annual address of the president of the federation, John Clyde Oswald, of the *American Printer*, was to a possible increase in the second-class postal rate.

"I have been unable to secure statistics giving the amount paid in postage by trade and technical publications," he stated, "but the second-class postage as a whole collected by the Government during the last fiscal year was in excess of ten millions of dollars, of which our particular branch of the publishing business contributed a very respectable part. Each of you know, or can readily ascertain, what your annual expenditure for second-class postage is and can therefore determine what the increase if made will mean individually to you. The least increase you can expect is 100 per cent.

"This matter appeals to me as being of immediate importance, and permit me to suggest that the problem cannot be met merely by the passage of a resolution by this convention and the appointment of a committee to take it in hand. Those will be merely the preliminary steps. If the work is to be undertaken at all, it should be undertaken in an adequate way, and to do it adequately will mean to employ experts at a considerable expenditure of money. However, the amount involved in the proposed increase in the postal rate is large enough to justify a considerable expenditure."

President Oswald emphasized the need of statistics in any fight the publishers might make, and the action he suggested was particularly for the purpose of gathering such helpful data.

The suggestion was embodied in

a resolution, but was opposed by several delegates as being untimely and likely to be misconstrued. Finally H. E. Cleland, of the Hill Publishing Company, moved that the resolution be amended so that it would be referred to the standing postal committee without recommendation of a definite sort. That was done.

The year just completed was a critical and trying one for the federation, according to President Oswald. In part he said:

"From the national standpoint it has been a year of trial from without and of difficult adjustment to new and untried conditions within. Contemplating it from the point of view of the individual trade-paper publisher, its troubles have subjected him to an unusual strain upon his resources and abilities, and lastly, speaking as the administrative head of this association, it may be added that the federation, too, has gone through perhaps its most critical period."

From the between-session remarks of publishers, the paper of E. J. Mehren, editor of *Engineering Record*, New York, gave some real hints for making papers more readable. Mr. Mehren's address appears elsewhere in this issue, as well as that of J. B. Maclean, of Toronto.

"How Service Gets More Business" was the title of an address delivered by J. Horace Lytle, advertising manager of *Better Roads and Streets*, Dayton. He told of various ways he had used real service ideas to get business for his publication.

#### HELPING TRADE-BOOSTERS

The need of the promoter to provide new factories and industries for the ever-increasing army of labor, was emphasized in the address of Charles Whiting Baker, editor of *Engineering News*, New York. The title of the paper was "A Plea for Promoters."

The trade-journal should have a definite policy toward the promoter, according to the speaker, who summed up that angle in the following paragraph:

"And the trade journal may





## *Andrew Loomis*

of New York is a painter with a rare sense of color and drawing. His figures are of the high-caste, cultured type — his men clean-cut and real, his women full of charm, and truly beautiful. His intelligence in handling any subject which requires exquisite taste and artistic feeling gives him an unquestioned value on paintings for advertising of the highest character.

CHARLES DANIEL  
**FREY**  
COMPANY  
*Advertising Illustrations*

MONROE BUILDING  
CHICAGO

*1915 Stories**Story No. 9*

## When You Get Tired

of worrying with printing establishments whose organization is not suitable for conducting your business it would be well to carefully survey the field and select the concern most capable of supplying your wants.

### WHAT YOU NEED

is the establishment that is prosperous because of the satisfaction given for many years to customers. Do business with us and it will not be long before you become a good business-getter for this establishment.

*That Is Our Record*

**CHARLES FRANCIS PRESS**

30-32 West 13th Street

New York

well befriend the promoter for purely selfish reasons as well as from broad motives of public welfare. Your old established concern with great capital and reputation and an established business—and with dry rot unnoticed creeping under the threshold—often fancies it has no need of publicity. But the new man, who is breaking into a fresh field and who must educate the public to want what he has to sell, knows that publicity is his only road to success."

Charles W. Price, editor of *Electrical Review* and the *Western Electrician*, of New York and Chicago, spoke on "The Service of the Trade and Technical Paper." He brought out some interesting facts in his address, these among them:

"Omitting collegiate, juvenile, and racial publications, there are 3,375 technical and trade and class weekly and monthly publications that go directly to a subscribing gallery of upwards of 36,000,000 interested and undoubtedly intelligent readers. These circulations vary from less than 1,000 to over 100,000, as in the case of the popular scientific and mechanical monthlies."

Mr. Price sketched the remarkable improvement made in the past decade in the production of trade-papers. He emphasized the importance of appearance and make-up and predicted still further improvements in those directions.

#### OTHER ADDRESSES

Allen W. Clark, publisher of the *American Paint and Oil Dealer*, of St. Louis, startled the convention during his story of the "Clean-up and Paint-up Campaign" his paper had started three years ago. Mr. Clark remarked that strange though it might seem, he had not been able to trace a single item of business to the campaign. The propaganda had required a great deal of work from his office force and himself, but to date nothing but intangible good will could be put on the profit side of the books.

W. H. Ukers, president of the New York Trade Press Associa-

tion, no doubt influenced the convention to vote for the adoption of the standards of practice by his presentation of a paper on "Standards of Practice for Business Papers." He discussed each standard separately for the benefit of the delegates.

"The Weak Spots in Trade-paper Efficiency" was the title of an address by Elton J. Buckley, editor of the *Modern Merchant and Grocery World*, of Philadelphia. Mr. Buckley discussed the advisability of increasing subscription rates so some of the burden of expense might be shifted from advertising revenue.

Co-operative advertising of trade-papers in federation publications and especially in the leading advertising periodicals was urged in a resolution offered by J. J. McPhillips, and adopted by the convention. A provision of the resolution stated that an advertising campaign would not be undertaken without a referendum vote of the federation. A committee of five will be named to consider the plan.

On Tuesday the delegates and ladies were the luncheon guests of the Curtis Publishing Company. Luncheon was served in the Curtis Building, and later the guests were shown through the company's plant.

There were 100 members of the federation registered at the convention. Visitors, including ladies and advertising men not members, brought the total close to 50 more. The reports of the federation showed a loss of five members during the year. Last year there were 216 members to this year's 211.

New officers of the federation elected on Thursday are A. A. Gray, of the *Electrical Review* and the *Western Electrician*, president; W. H. Ukers, of the *Tea and Coffee Trade Journal*, vice-president; Charles-Allen Clark, of the *American Paint and Oil Dealer*, secretary and treasurer.

Next year's convention city will be selected later. New York and Chicago are favored, but there was some talk of Boston as the meeting-place.

# The Place of the Business Press in National Politics

Trade-paper Publisher Advocates a More Active Interest in Public Affairs

By Lieut.-Colonel J. B. Maclean

President, Maclean Newspapers, Toronto, Can.

THE experience I have had, and the recent study of the situation, has convinced me that there is a new field of work and usefulness for the Business Press in Canada and the United States. It has confirmed me in the opinion that the leading trade and technical newspapers, edited as they are by experts and specialists; uninfluenced by anything but the best interests of the general business of the country, naturally carry more weight in national affairs than the interested party or the political press. The big daily newspaper organizations are private enterprises which may be, and frequently are, used to promote personal interests, but the big business newspapers are public institutions, the managers of which would not dare—because of the character of their readers—to use them as personal or party organs.

That we have not assumed our duty in national affairs is easily explained. Trade and technical newspapers were established to give the important news of interest to merchants, manufacturers, financiers, scientists, farmers and others, which they could not obtain from their daily newspapers.

The staff of the average newspaper has many subjects to cover and but little space for each. Nor can the paper afford to employ the experts necessary to cover intelligently the news of vital interest to these large and important sections of its readers.

## DAILIES EARLY IN THE POLITICAL FIELD

The dailies, however, always made a strong feature of politics

Portion of address delivered last week at the convention of the Federation of Trade Press Associations, in Philadelphia.

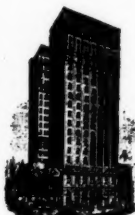
and for that reason the trade and technical press left the field to them. The big dailies, with strong editors, were in the early days of journalism the real leaders in the political world. The Canadian law still defines the newspaper as a publication chiefly devoted to politics. But with the development of advertising came the necessity for large circulations. Great editors and leaders of national thought gave way to brilliant reporters and special writers and the dailies became chiefly local in their matter, circulation and influence. Some papers retain their readers by the excellence of their contents, but many have to get and hold circulations by sensationalism and appeals to popular prejudices. Attacks on successful business men will always draw a crowd. I know of one paper in Canada that might be called a specialist on this feature.

For more than 20 years I have spent annually some weeks here and in Europe discussing business topics with the leaders in finance and industry. I know intimately scores of your best citizens, from big financiers and heads of your large trusts, to the men who own, or buy for, businesses in small inland towns.

Comparing them with the same class in Austria, Germany, France, and Britain, two things are very marked.

The average European is narrow, selfish. He wants money that he and his children may live in luxurious retirement. He is ashamed of business. His profits are put in unproductive investments to gratify his tastes, such as landed estates, shootings, castles. As a class, I have found the American and Canadian business leaders to be broadminded, generous, public-spirited, patriotic citizens, whose ambition is to

# The Dawn of a To-morrow In Outdoor Advertising



ADELPHIA HOTEL CO.  
BROADWAY AND 15TH ST. N.Y.C.

CHARLES ELLIS BODIN, President  
DAVID S. MOYAN, Vice President

W. HENRY BODIN, Secretary  
WALTER PERSEFIDIS, Treasurer

## PRIVATE OFFICE

### HOTEL ADELPHIA

EUROPEAN PLAN

400 ROOMS 400 BATHS

ABSOLUTELY FIREPROOF

CHESTNUT AND 15TH STREETS

PHILADELPHIA, PA.

September 3-1915

Mr. Leonard Dreyfuss  
Newark Sign Co.  
Newark, N.J.

Dear Sir:

I want to thank you for the courtesies you extended to me yesterday during my visit to view the Hotel Adelphia sign, the largest outdoor hotel sign that has ever been erected. I am much pleased with its appearance, and feel that it will be good advertising for us. The style in which you designed and completed your work is superior to anything I have ever seen in your line, and there is every reason why you should be able to do a large business with those Advertisers who like and are willing to pay for quality.

Yours very truly,

Managing Director,  
THE HOTEL ADELPHIA.

DBP. K

"Yours for More and Better Business"

## The Newark Sign Company The Newark Poster Advertising Company

Specializing in Outdoor Advertising in  
NEW JERSEY, the State of Opportunity

New York Office: 200 Fifth Ave.

Executive Offices: Newark, N. J.

We have a booklet that contains a message for you.  
Ask us to send you one.

## Are you swimming with the tide — or against it ?

Everybody knows that it is a great deal easier to swim with the tide than it is against it. Nevertheless, there are advertisers of automobiles and accessories who persist in struggling against the tide of dealer influence.

Experience has shown that, in the automobile trade particularly, the help of the dealer is almost invariably a requisite to success. It has likewise proved that the way to get dealer co-operation at the lowest cost is by using the

## Chilton Automobile Trade Service

This embraces the use of the three following publications, each covering a separate field, but jointly blanketing the industry—

### **AUTOMOBILE TRADE JOURNAL** (monthly)

The leading dealer paper of this industry

### **COMMERCIAL CAR JOURNAL** (monthly)

Reaches truck dealers and fleet owners.

### **CHILTON AUTOMOBILE DIRECTORY**

(quarterly)

The quantity buyers' reference book.

The Service also includes the loan to annual Directory advertisers of the

### **CHILTON TRADE LIST**

(three times a year)

listing over 53,000 dealers, etc.

Each of these four is the foremost publication in its field and they are unequalled as result producers.

You can reach more quantity buyers of the Industry through the Chilton Trade Service than in any other way and at a per capita cost far below that of any other automobile publications.

We have some interesting figures on this subject—send for them.

## **CHILTON COMPANY**

*Publishers*

Market and 49th Streets, Philadelphia, Pa.

Chilton Journals are Members of the  
Audit Bureau of Circulations.

make things grow. They do not want money to spend on themselves and invest in mortgages and government bonds, but to use in extending their enterprises, developing their country's resources, opening new markets and providing more employment. They derive their pleasures from their achievements and their share in the upbuilding of the nation.

I am not saying this in criticism of European conditions. I sometimes think they are more sensible than we are in this respect. They get more pleasure out of life than we do. We are slaves to our work. The point I want to make is that in view of these conditions the American business leader should be extremely popular in his own country. Instead, I find the reverse to be the case.

European governments encourage, assist and reward the successful men, while it is a remarkable fact, that, for several years, whenever I sit down and chat with two or more Americans the conversation invariably gets round to how business conditions are being adversely affected by political interference. There is no doubt as to their sincerity. Their condition is really pathetic and all because of a failure to understand them on the part of your newspapers and politicians.

I have in mind at the moment one of your richest industrial chiefs. He is one of a type. His activities are bringing millions of money to this country. He and his wife go annually to Europe. They travel without maid or valet. They pack their own trunks. They care nothing for money. Their son will inherit millions, but he is being brought up to regard this money as a public trust to be used in the public interest. He is receiving the best education possible, but he is being taught that work and public service is the right ambition for an American citizen. But this man has been persistently held up in the Press and on the political platform as a bad citizen. His treatment has been outrageous, because your people have not been permitted to learn the real work and character of the man—

of his service to the nation and the workers therein. There are no fairer people on the face of the earth than the native Americans. If they once learned the true facts about the great majority of their big men, there would be a decided change in national sentiment, to the great advantage of all classes.

#### PUBLIC LACKS LEADERS

While such a sentiment prevails it seems to me that it will injure, unsettle and interfere with the development which this great nation deserves.

There is no doubt that you have had a few commercial highwaymen who ought to be behind prison bars. For their misdeeds all business suffers. Your business men appear to be persistently misrepresented. To right that condition—to properly present, unite and develop United States business, honestly and fearlessly, without prejudice, and to deal vigorously with all national, state and municipal problems affecting business—in short, national politics seems to me a logical, a necessary development, of the trade and technical press, and now is the opportune time when preparation must be made.

It may encourage you to know what has just happened in England. There has never been any organization of business newspapers there. They saw no problems in common and silly social prejudices and traditions have kept them apart. One technical publisher there told me his paper had been established 60 years; they never had, and it would be undignified now, for them to know, or associate with, their younger contemporaries. Within two months, however, his younger contemporaries have gotten together and have formed "The British Association of Trade & Technical Newspapers." The chief object of this new organization is to deal as individuals and as a body with national political problems affecting business interests. They specify one object on which for 20 years the British Chambers of Commerce and Trade Associations have been fighting. If they work

#### THE AYER & SON ADVERTISEMENT (Concluded)

dustries in New Hampshire whose goods are well known to the trade but not to the consumer.

Who considers New Hampshire as a great shoe-producing State? Manchester ranks fifth among our cities in this line, with an annual output of footwear valued at \$20,000,000.

Why should we not know Manchester shoes as well as those of Brockton?

Fine blankets are manufactured in New Hampshire, but we have never been taught to prefer to sleep under them or given a name by which to call for them. New York, however, successfully markets trade-marked sheetings.

Up in Concord there is what is stated to be the largest express wagon works in the world. Nashua boasts a great ice cream freezer industry, and throughout "The Granite State" there are other large manufacturing in many staple lines.

The South advertises its cypress and California pushes her redwood—is it too dreamy to imagine that New Hampshire could successfully advertise her granite to architects and builders? There is none finer or worthier to go into our homes and public buildings.

Here is a State which ranks high in the total value of her manufactured products, yet by the general mass of us she is looked upon only as a good place to spend the summer.

New Hampshire needs to take the country behind her scenery. She needs advertising. Her manufacturers should make the worth of their products generally known and give them names by which they may be called for.

Advertising Headquarters stand ready to guide them in the ways of publicity and sales expansion as successfully as it is guiding other manufacturers in all parts of the country.

N. W. AYER & SON  
PHILADELPHIA

NEW YORK BOSTON CHICAGO

fearlessly they will succeed where all other efforts failed.

I do not believe you, or the business interests, realize what a power you wield, and what you can do for business in this country, with your large but select circulations extending from the desks of the billion-dollar steel company to the counters of the country cross-roads store. Your readers take you seriously, they follow you, for they know from experience they can trust you implicitly. They do millions of business on the information and advice you give them.

If you specialize on political problems with the same thoroughness as you do on the other subjects you now cover, your power for good will be inestimable. From your columns the whole country now takes its cue on what it buys or sells, from clothes to machinery, because your readers know your columns contain the views of experts. So, too, would it take its leadership from the experienced, unprejudiced men who would deal with business topics.

I do not expect you to agree with me. Some of you regard my suggestions as quite outside our sphere of influence. I have devoted much space, fought many political battles for business, but even now my own editors approach the matter with fear and leave out articles I want them to publish. You may have readers who are so hide-bound in their prejudices that they may stop their paper; but in a year we have not lost one. We had one complaint and the reader turned out to be one who was known as "peculiar."

#### HOW IT WORKED IN CANADA

Here are some practical results I have had. For nearly a year now we have published an editorial every week in *The Financial Post* under the heading "The Nation's Business," dealing with the business interests of the country in their relation to national politics in an aggressive but not unfriendly way; suggesting rather than criticising. They were directed mainly at four Government

departments—the Ministers of Trade, Agriculture, Labor and Immigration. The articles were usually reprinted in my trade and technical papers. They were copied by the general press. The theme was that the business of the country was passing through a crisis, that it was the duty of these ministers to organize for more practical work. The Minister of Trade was told that it was his duty to organize to assist Canadian manufacturers in getting British and Allied orders; the Minister of Agriculture that the country expected him to carry on a special campaign for larger crops.

At first they resented the suggestions. They were politicians, not business men. One minister came to me in a very bad temper and said it was no part of the duty of the Government to get orders for Canadian manufacturers.

Their duty was mainly statistical, he said; but he left a convert to our policy and shortly after this the Ministry of Trade officially announced that it was proposed to rearrange our commercial agency system for the purpose of getting more foreign business. We kept up our campaign and finally another official announcement said that never before was the Department of Trade able to take official cognizance of a campaign for the sale of Canadian goods, but the war had changed conditions and they would now do all they could to assist Canadian manufacturers.

Our work was not always so successful. The Americans, with their bigger organizations and backed by the prestige of their Embassy and able consuls, were getting British and Allied war orders that could and should be filled in Canada. We urged the sending to Europe of a strong salesman, backed by our Government, and specially supported by our High Commissioner in London, to practically live in War, Admiralty and other purchasing departments, to ensure our getting a chance of bidding on orders.

It is hard to believe it, but the Minister of Trade, who is personally one of the finest men in





## **Riding or Walking Working or Playing Night or Day THEY SEE YOUR POSTERS!**

They're un-over-look-able! There they stand—constant, powerful, pleasing, every-minute-of-the-day reminders—placed in just the right spots to tell YOUR STORY—to YOUR PEOPLE and YOUR DEALERS—in YOUR NEIGHBORHOODS at the time THEIR BUYING and YOUR SELLING is done.

Just give us your hardest territory to start on, even if it's only one town. We will produce a poster that will drive your story home and that will keep everlastingly driving it home 'til it puts your goods across too.

The easiest way for us to make you a National Poster advertiser is to first help you "put over" your worst territory.

Where is it? We are ready to join forces with you and go after it NOW. Let us hear from you.

## **The A. M. Briggs Company**

Builders and Handlers of Poster Advertising Campaigns  
Poster Advertising Service in 10,000 Towns

CHICAGO OFFICE  
Peoples Gas Building

NEW YORK OFFICE  
Long Acre Building

# Why Travel on "By-Roads" to Distribution When the High Road Is Clear and Straight—

Also infinitely less expensive and hazardous?

Why, we ask, are so many hitherto all-sufficient magazines adding dealer helps, starting make-believe trade papers and declaiming with the voice of discoverers that the retail merchant is the key to successful advertising?

Why, we ask, do these organizations offer "work on the dealer" *free of charge*—if their own propositions give value for money, and accomplish all that is claimed for them?

Why, indeed!

Of course, *the Retailer* is the key to successful advertising. We've demonstrated it with *more* textile successes than any other publishing or advertising organization in the world.

In the dry goods field, at least, trying to create demand without adequate distribution is simply a commercial form of tilting at windmills.

**No dry goods advertising can possibly be successful without distribution and the retailers' co-operation.**

If your product is one that is distributable through the dry goods and department stores—the DRY GOODS ECONOMIST organization provides you with a clear and straight High Road to Distribution and the Co-operation of the Retailer. Let us prove to you the *economy* and *efficiency* of traveling on this road.

## DRY GOODS ECONOMIST

231 WEST 39th ST. NEW YORK CITY

Boston.....	201 Devonshire St.
Philadelphia.....	929 Chestnut St.
Chicago.....	215 S. Market St.
St. Louis.....	1627 Washington Ave.
Cleveland.....	516 Sweetland Bldg.
Cincinnati.....	1417 First Nat'l Bank Bldg.
San Francisco.....	423 Sacramento St.
London (Eng.).....	Queen Victoria St., E. C.
Manchester (Eng.).....	10 Piccadilly

our public life, did nothing in this matter. Canada thus lost millions of dollars in orders which, no doubt, came to the States. Finally, however, nearly eight months after we began our campaign, Sir Thomas Shaughnessy, president of the Canadian Pacific Railroad, a former Irish-American, but now one of the most important men in Canada, himself appointed a man to perform these duties, and as a result we expect millions in orders will come for Canadian factory products of every kind that we would not otherwise have secured. Our business campaigns have been successful in many other instances, but I will mention only one more in which we took part.

We wanted to increase farm production, to insure more money for circulation in the towns and rural districts. The Minister of Agriculture, after persistent urging, took action. The farmers were appealed to—from patriotic and business standpoints—at meetings and through advertisements in rural weeklies and farm papers. It was a great success, for acreage was increased. We have the greatest production of grains and animals in the history of Canada.

#### GOOD BUSINESS, TOO, TO DIRECT THOUGHT

To take up business politics, I think, is the best investment you can make. With business on a more stable basis, there will be more business done. The country will be more prosperous and the press will carry more advertising. The newspapers and magazines will help you because prosperity means much more business for them.

I would suggest the appointment of the ablest men in the Association as a permanent "Committee on National Business," to get in touch, and work with, representative business men and labor leaders.

This committee should lay down a business political platform, on which you can all work. The chief object of this would be to put the business of the whole country on a stable basis, thus insur-

ing prosperity and the safety of industrial investments. You could then go further and create a desire for experienced business men in public life and such a strong sentiment against piratical practices that men would be afraid to embark on them.

The more I study the situation the stronger it is impressed on me that the big political questions before the United States and Canada are purely business in character which cannot be satisfactorily solved by professional politicians, daily newspapers or magazine writers, but by experienced business men, inspired, supported and led by the business press. The business man is not a national leader—he is generally a poor speaker or writer—but as these are matters which touch his pockets, he should welcome you and give you his strong moral support.

#### Now Comes a Woman's Cigarette Advertiser

A cigarette for women that is packed in a box whose cover has a mirror in its interior, making the package a "vanity case," has been put on the market. It is called the "Haidee," 25 cents per package of ten, perfumed. The brand is made by T. Chalkiadi & Co., in New York. "And all Arabia breathes from yonder box"—Pope, "The Rape of the Lock" is the slogan appearing in trade-paper copy. The Hugh McAtamney Company, New York, is handling the brand's advertising in the trade press and magazines.

#### Tobacco Company Distributes Coupons at Exposition

At the Panama-Pacific Exposition recently, in the Food Products Building, when every exhibitor there was distributing packages of his products free to callers, the Liggett & Myers Tobacco Company sampled its coupons. Packages of 50 or more of the standard Liggett & Myers premium certificates, that are found in the company's brands, were given away, in order to familiarize the public with the premium-bringing slips and give a healthy start toward a collection, as well.

#### Export House Appoints Managers for Far East Trade

Gaston, Williams & Wigmore, Inc., New York, an exporting and importing house, has appointed Joseph Keegan and Hilliard J. Rosencrantz managing directors of its Far Eastern division.

# Crisp Newsy Writing That Wins the Reader from the Start

A Simple Logical Statement of Facts Is the "Best Proved By Test" Method

By E. J. Mehren

Editor, *Engineering Record*, New York

[EDITORIAL NOTE:—Mr. Mehren's remarks at the convention of the Federation of Trade Press Associations at Philadelphia last week apply patly to the writing of advertising, although his object was to show how technical trade papers might learn from newspaper methods. The chief defect in writings offered for publications is, as any editor can testify, not so much inability to use words properly in a sentence, as the lack of capacity to marshal facts properly. And that seems to be the trouble with much advertising copy—particularly sales letters and other kinds of follow-up.]

IT is the aim of the newspaper to present its material in as effective a manner as possible. It realizes that it is necessary to grip the reader's attention at the start and to hold it throughout the story. It has, therefore, developed the art of headline writing, and coincidentally the art of writing introductory paragraphs which set forth in a few rapid sentences the big features of the story.

First let us consider the matter of headlines. The points can best be illustrated by examples. The technical or trade journalist entitles his story,

"THE CONSTRUCTION OF THE SPRINGHILL DAM."

The newspaper man says:

"ELECTRICAL EQUIPMENT AT SPRINGHILL DAM BREAKS ALL RECORDS FOR PLACING CONCRETE."

If placed side by side which of these stories will you read first? The one whose title indicates that it is pulsing with life or the one that makes an uninteresting formal statement?

But let us take another example. The trade-paper man prints his tale under the caption,

"RECONSTRUCTION OF THE PLANT

OF THE HOOHOO BRICK & TILE COMPANY."

The newspaper man says:

"NEW DRIER REVOLUTIONIZES BRICK AND TILE PLANT."

Here is another case. The one man says he is going to tell you about

"THE ORGANIZATION OF SMITH & BROWN'S MACHINE SHOP."

The other about

"MACHINE SHOP ORGANIZATION WITH EXCEPTIONALLY LOW OVER-HEAD."

Or again

"THE RAILROAD SITUATION."

as against

"I. C. C. DECISION DESTROYS HOPE OF EARLY RECOVERY IN RAILROAD FIELD."

Do you catch the vital difference between these heads? Does the deadliness of the one type depress you, and the life of the other make you eager for the story? If so you are the normal human being, on whose mental make-up the newspaper has predicated its method of appeal.

But what has the newspaper man done? He has searched through his material until he has found the one big feature of the story—the one point that differentiates this story from all others—and has put it where you cannot escape it. Instead of closing the bait-can and making it forbidding by a label head, he has taken out the most tempting piece of bait and dangled it before you.

LEADING PARAGRAPHS WITH A PUNCH

And having lured you on, he now hooks his quarry by putting forth in his subhead and leading paragraph the other big features of his story. After that you are lost. He has your interest. You must read on, if the subject is one that naturally should attract you.

# 401,000 Copies Per Week

*September 25th, 1915*

We are growing faster in 1915 than ever before having a gain of 70,000 copies a week over corresponding 1914 issues.

For the coming months it is certain that the excess circulation will be greater with each month.

No statement regarding The Literary Digest circulation would be complete without reiterating these facts. Every new subscriber to The Literary Digest in the year 1915 has paid us the regular price, \$3.00 per year. Each subscriber is individually our own, that is we do not club with any other publication and no inducement, cut rate or premium of any kind is offered to the renewal subscriber.

We offer the advertiser a selected circulation of great size — something never before available.

You may use The Literary Digest October 2d issue if your copy and order are in New York by September 23d.

*"IMMEDIATE NATIONAL PUBLICITY"*

## The Literary Digest

*Rate \$2.00 per line on a basis  
of 365,000 copies per week*

Let us look into this matter of writing leading paragraphs a bit further. Here is one copied from the current number of a certain class magazine. The title of the article is, "The Public School Print Shop." Objection could be made to this title, but let us pass that and read the first paragraph. Here it is:

"I am certain that we realize that printing is justly one of the first three manual art subjects, and that a printing equipment has its place in the schools of to-day. School authorities are recognizing the fact and equipments for the work are being installed in a large number of schools. Printing in the public schools is not a fad, but is here to stay. The main question with us now is: Who is to take charge of the printing department? As printing is a manual arts subject, the question of printing instruction is vital to the manual training teacher. This instruction will be given either by manual training teachers or by men selected from the printing shop. In any case the manual training teacher should be familiar enough with the work to act as a supervisor."

That introductory paragraph leads us to believe that the whole burden of the article is the type of man to take charge of the school printing department. On reading the article, however, it appears that not only is this subject dismissed but a number of others beside. The proper paragraph should therefore read somewhat as follows:

"Granting that printing has come to stay as a manual arts subject, it behooves those engaged in manual training school work to give earnest consideration to the problems encountered, to the end that superior methods may be developed. The chief difficulty is the selection of the right teacher. Moreover, data must be collated regarding the character of courses, shop cost systems, purchasing systems, methods of handling copy and methods of instruction. The experience and views of the author on these topics are here offered as a contribution to-

ward the needed compilation of data."

In other words, the introductory paragraph used on this article is deceptive, misleading.

Here is another case. I can fancy that some technical journals might report the presidential address before a technical society as follows:

"PRESIDENTIAL ADDRESS BEFORE  
THE WESTERN SOCIETY OF ENGINEERS

"The annual meeting of the Western Society of Engineers was held in Chicago, January 13. In accordance with custom the retiring president, E. H. Lee, vice-president and chief engineer of the Chicago and Western Indiana Railroad, delivered the annual address. His remarks were as follows:"

Now how does the newspaper teach us to write such an introductory paragraph, with the accompanying appropriate heads? I can fancy that it might be somewhat as follows:

"RAILROADS NEED PROTECTION AS  
WELL AS REGULATION.

"E. H. Lee Thinks They Are as  
Well and Honestly Managed as  
Other Industries and Must  
Prosper if the Country Is  
to Prosper.

"That railroad prosperity is essential to general prosperity, that dishonest management of railroads is no more common than dishonest management of other industries, and that the public has no right to demand greater efficiency of the railroads than of its own Government, were contentions made by E. H. Lee, vice-president and chief engineer of the Chicago & Western Indiana Railroad, and president of the Western Society of Engineers, at the annual meeting of the society January 13. Mr. Lee admitted the justice of railroad regulation, but deplored the absence of adequate protection to the railroads. He did not doubt the honesty or sincerity of the Interstate Commerce Commission, but observed that most of its members lacked practical experience in railroad administration, that its duties were entirely beyond its capacity, and that in oc-

**The record-breaking ex-**  
port trade of this country, now the world's largest exporting nation, is increasing every month. Shipments from New York in July, even exclusive of the tremendous exports to Europe, were 50% greater than a year ago.

Are you taking advantage of the opportunities open to you?  
We are equipped to give the right kind of help.

## AMERICAN EXPORTER

17 Battery Place - - New York

Established 1877, and published in four editions  
ENGLISH SPANISH PORTUGUESE FRENCH



**BUFFALO**  
450 Rooms 450 Baths



**DETROIT**  
800 Rooms 800 Baths



**CLEVELAND**  
700 Rooms 700 Baths

### Not a Room—A Service

**YOU** don't just rent a room at a Hotel Statler;  
you buy a service of comfort and convenience.

*Service*—that's the word we live by, just as you do. It's by our service we are judged, just as you are. It's all we have to sell, just as in your case.

And we're trying just as hard as you are to keep our service satisfactory and *praiseworthy*, that Hotel Statler Service may mean something very near 100% service to *every* Hotel Statler guest.

*You'll always find other advertising men at The Statler.*

**HOTELS  
STATLER**  
BUFFALO - CLEVELAND - DETROIT



cupying its time with detail it had in great part failed in its larger problem. He closed with an appeal to engineers to demonstrate that the obligation to protect equals the right to regulate. Extracts from his address follow:

It seems to me that comment upon these two leading paragraphs is unnecessary.

#### HANDLING CONVENTIONS

The newspaper, too, can teach us how conventions should be handled. We now rest under the spell of a tradition which obliges us to say something about every paper and every speaker—a spell that leads us to print a lot of rot that no one reads.

What does the newspaper do? It picks out the chief achievement of the convention and plays it up strongly. It forgets the minutiae, knowing full well that the reader wants not so much a chronological report as a characterization of the convention and its work. Let me contrast the method of handling in the trade journal and in the newspaper. The trade-paper accounts might run somewhat as follows:

"Annual Convention of Federation of Trade Press Associations.

"The tenth annual convention of the Federation of Trade Press Associations was held at the Bellevue-Stratford Hotel, Philadelphia, September 7 to 9, inclusive. The attendance was 200.

"Proceedings were opened on the morning of September 7 with the address of the President, following which the report of the secretary was read. This report showed, etc., etc."

Now let us go out on the street and buy a copy of the *Philadelphia Ledger*. Why here's the report, first page left-hand column. What does it say?

"Condemn Higher Postal Rates.

"Trade Press Men Criticise Burleson Plan.

"Strong Resolutions Adopted; Vigilance Committee Appointed.

"Lie is Passed and Delegate and Guest Come to Blows.

"Alexander Jones, of Chicago, enlivened the proceedings of the convention of the Federation of

Trade Press Associations at the Bellevue-Stratford yesterday when, after passing the lie to Frank Smith, a representative of the Post-Office Department, he soundly trounced the latter before friends could interfere. The altercation came at the end of a very spirited debate in which the Government's representative had argued the reasonableness of a raise in the second-class postage rate. The publishers, with masses of figures, endeavored to disprove the Government's contention, etc., etc."

The trade-paper has written a history, the newspaper has sensed the real significance of the convention, and played up its features strongly.

#### PICTURES AND HUMAN INTEREST

Did time permit I should like to touch on two other respects in which we can learn from the newspapers, namely in the skilful use of pictures and the injection of human interest into our pages.

More and more appeal is being made through pictures. The newspapers, the weeklies, the monthly magazines, the moving-picture theatres bear evidence of their influence. They are equally useful to the trade and their technical journals if only we learn how to use them.

The injection of human interest in our pages is a difficult matter to discuss. The means must depend entirely upon the type of publication and on its editor. It can be done in news items, it can be done in editorials, it can even be done in department headings. Let me cite instances of the humanizing of department heads. One journal has recently changed the heading from "Personal Notes" to "Men of the Industry";

Changed the heading "Digest of Current Literature" to "Technical Advance in Theory and Practice";

Changed the heading "Commercial Section" to "Marketing Electricity."

Aside from the advantage of adopting these newspaper practices in the trade and technical press already referred to—that is,



the influence on the readers—there is a very valuable internal benefit. The necessity of determining the big features of a story and embodying them in heads and leading paragraphs forces staff writers to ask themselves such questions as these: Why am I writing this story? What is the real novelty

here? Why burden our readers with this recital?

As a consequence, he goes straight to the point. The article has unity. It treats of only one thing. It is honest. It gives the reader what the title says it will. Furthermore, it will shame the writer who is intellectually honest

## First as a Newspaper

What is it that makes the best all around newspaper?

What is it that makes a newspaper stand **FIRST** in its territory?

Examine, critically, the Daily and Sunday issues of The Knickerbocker Press. There you will find the answer.

Rate, in Effect January 1st, 1916,  
6c per Agate Line — 12½ ems, 8 cols.

**THE KNICKERBOCKER PRESS**  
ALBANY                      TROY                      SCHENECTADY  
AND THE CAPITOL DISTRICT

**MAKING GOOD IN GREAT BRITAIN.**

### **A NATIONAL OR INTENSIVE SCHEME**

If it is a National scheme you want, Hulton's 6,000,000 group is designed for your purpose. Picture, Morning, Evening, Sunday, Home Weeklies, a Monthly Magazine and Athletic Journals.

If a "try out" is contemplated, tackle Lancashire—the most thickly populated and wealthiest county in England—with Lancashire's own papers, the "Daily Dispatch" and "Evening Chronicle," combined circulations one million, rates \$3.65 per inch each.

The "Daily Dispatch" has a circulation of between five and six times that of any local or National morning paper—either penny or halfpenny—circulating in the same area. Specimen copies and all particulars for the asking.

**HULTON'S, Ltd., "Daily Sketch" Bldgs., London, E. C.**

# NEW ENGLAND

## The Ideal Territory for advertisers either regular or try-out

This is the best place for a try-out of an advertising campaign or a selling plan.

Here is just the right mixture or blend of temperaments that will give a fair average of humanity throughout the country.

Cities close together—no long jumps for salesmen—good jobbing houses—distribution easy and accounts absolutely safe. Manufacturing and agricultural territory combined—the farmers and factory workers are both doing well.

Results can be accurately traced—the value of the advertising copy and selling plan can be determined absolutely. Here the

## Home Daily Newspapers

are a part of the life of each individual in each community where they are published. These dailies have chronicled the happenings, the births, marriages and deaths, the social, political and religious affairs for a generation or more.

This is the reason why the dealers are responsive and will lend a willing ear to your proposition, if you are going to use the home daily newspaper.

### These 12 point the way:

**WORCESTER, MASS., GAZETTE**  
Daily Circulation 24,626.  
Population 160,125, with suburbs 200,000.

**HARTFORD, CT., COURANT**  
Daily Circulation 16,800.  
Population 98,915, with suburbs 125,000.

**NEW HAVEN, CT., REGISTER**  
Daily Circulation 19,414.  
Population 133,605, with suburbs 150,000.

**MERIDEN, CT., RECORD**  
Daily Circulation 5,963.  
Population 37,265, with suburbs 50,000.

**WATERBURY, CT., REPUBLICAN**  
Daily Circulation 8,783.  
Population 73,144, with suburbs 100,000.

**PORTLAND, ME., EXPRESS**  
Daily Circulation 20,944.  
Population 58,571, with suburbs 75,000.

**BURLINGTON, VT., FREE PRESS**  
Daily Circulation 10,014.  
Population 20,468, with suburbs 40,000.

**MANCHESTER, N. H., Union and Leader**  
Daily Circulation 27,705.  
Population 75,063, with suburbs 150,000.

**LYNN, MASS., ITEM**  
Daily Circulation 15,261.  
Population 89,336, with suburbs 100,000.

**NEW BEDFORD, MASS., Standard and Mercury**  
Daily Circulation 23,079.  
Population 97,000, with suburbs 120,000.

**SALEM, MASS., NEWS**  
Daily Circulation 20,021.  
Population 43,697, with suburbs 150,000.

**SPRINGFIELD, MASS., UNION**  
Daily Circulation 29,591.  
Population 100,000, with suburbs 250,000.

from stretching an item into a column, or handing in to the copy-desk mere drivel and rot.

Note, too, that I believe these headline and leading paragraph methods can be applied as well to technical and descriptive articles as to news. That is important. Each technical or descriptive article has an element of news, of novelty, if only it be sought out. If it hasn't that element of news or novelty its place is the wastebasket.

### Lumber Association Sees Increased Demand

The Southern Cypress Manufacturers' Association, of New Orleans, La., most of whose members likewise manufacture tupelo, has announced that the latter wood is now being nationally advertised, and is suggesting to dealers the increased demand which will follow this publicity, as experienced in the cypress campaign. Tupelo is being advertised for use in siding, flooring, finish, boxes, manufactured specialties, etc. "You put in the tupelo—we'll put in the trade," is the slogan which is being used in the trade advertising.

### Music Publisher Announces National Campaign

Leo Feist, Inc., of New York, used a four-page insert in *Music Trades* recently to announce a campaign of national advertising. The concern asserts that it is to be the "mightiest popular music-selling campaign ever undertaken." Four songs, "Come Back, Dixie," "When You're in Love with Someone Who Is Not in Love with You," "Norway," and "All I Can Do Is Just Love You," are to be featured in the campaign, which will be backed with window-display material and other dealer-helps.

### Roy A. Hunt to Direct Insurance Sales

Roy A. Hunt, for a number of years connected with the *Insurance Field*, of Louisville, has become director of sales for the Chicago agencies of the Illinois Life Insurance Company. The company believes that insurance can be "merchandised" like any other commodity, and is organizing its sales department with that in view. Mr. Hunt has made a special study of advertising insurance.

### Raymond Gunnison With Brooklyn "Eagle"

Raymond Gunnison, formerly on the advertising staff of the *New York World*, is now with the *Brooklyn Eagle*.

## The Evening Express

In Maine's Biggest City

### PORTLAND LEADS ALL OTHERS

The EXPRESS leads in circulation, having more than all Portland papers combined.

The EXPRESS leads in news, having the largest editorial, reportorial and mechanical staff of any paper in Portland.

The EXPRESS leads in public influence because it stands for what is right and gives the news well written and uncolored.

The EXPRESS leads with advertisers, because it gives more returns for each dollar expended than any other Portland daily.

The EXPRESS should be on your advertising list as it would bring profit to you and honor to the EXPRESS.

*JULIUS MATHEWS, Representative.*

### 6 Years as Ass't Ad. Manager for a Famous Department Store

with 50-odd departments and more than 4,000 employees, well qualified me in the preparation of copy, the making of layouts and the general advertising details that *Bring Business*.

Recently resigned from that position, I now seek connection with a firm of good standing, advertising on up-to-date lines.

Willing to locate practically anywhere, providing Prospects are Good, Conditions Pleasant and Salary Satisfactory.

At present in New York and ready to start right in.

**"C.A." Box 317, Printers' Ink**

## PROSPERITY Returned to Pittsburgh

**FALL LISTS  
Should Include**

### Gazette Times Chronicle Telegraph

Evening except Sunday

They are the **TWO BIG NEWSPAPERS** in a metropolitan district of 1,117,115 people.

FLAT

**COMBINATION RATE 22½¢ PER AGATE  
LINE**

For further information and co-operation  
write

**URBAN E. DICE,**  
Foreign Advertising Manager  
**PITTSBURGH, PENNSYLVANIA.**

**J. C. WILBERDING**

225 Fifth Ave. . . . . New York City  
The J. M. BRANHAM COMPANY  
Mallers' Building. . . . . Chicago  
Chemical Building. . . . . St. Louis

## Newspapers

*Sooner or Later*

The daily paper is coming into its own.

The planning of every new campaign shows an increasing tendency in favor of the newspaper. It is becoming a recognized fact among both new and old advertisers that the newspaper offers an economical means of securing distribution and sales, and holding them.

### THE SEATTLE TIMES

is the one newspaper advertisers need to cover the Pacific Northwest, the fastest growing section of the country. The TIMES has always been a prime factor in the life of this country, and each year sees it with a firmer foothold in the esteem of its readers.

Full information concerning market conditions, population, etc., with plans for the best use of the TIMES, is at the service of all advertisers.

**TIMES PRINTING CO.**  
**SEATTLE, WASH.**

**The S. C. Beckwith Special Agency**  
Sole Foreign Representatives

NEW YORK St. LOUIS CHICAGO

## The Dangers of Aggressive Salesmanship

(Continued from page 6)

their receipts and refusing to purchase from factors and brokers unless such contracts were entered into; inducing consumers, by payments and threats of boycotts, to postpone dates of delivery of contract supplies, and thus enabling defendants to postpone purchasing, when to purchase would tend to strengthen the market; making tentative offers of large amounts of naval stores to depress the market; accepting contracts only for small amounts and purchasing when the market had been depressed by the offers; selling far below cost in order to compel competitors to meet prices ruinous to everybody; fixing the price of turpentine below the cost of production.

Probably none of these acts, in themselves and separately considered, violated any law; and after the defendants had been convicted and sentenced, their counsel urged this point upon appeal in the Supreme Court of the United States. To this the court said:

"As to the suggestion that the matters alleged to have been contemplated would not have constituted an offense if they had been done, it is enough to say that some of them conceivably might have been adequate to accomplish the result, and that the intent alleged would convert what on their face might be more than ordinary acts of competition or the small dishonesties of trade into a conspiracy of wider scope. . . . Of course, this fact calls for conscience and circumspection in prosecuting officers, lest by the unfounded charge of a wider purpose than the acts necessarily import they convert what at most would be small local offenses into crimes under the statutes of the United States. But we cannot say . . . that no intent could convert the proposed conduct into such a crime."

That acts which "on their face might be more than ordinary acts of competition," perhaps not even

"small dishonesties of trade," may take on the character of a conspiracy in violation of the anti-trust laws, is now well settled. The Supreme Court emphatically stated this principle in 1905 in the packing-house case (Swift & Co. vs. United States, 196 U. S. 375, 396, 1905); again in 1908, in a suit against members of a labor union (Loewe vs. Lawlor, 208 U. S. 274, 299, 1908); and again in 1912, in a suit against a railroad engaged in coal traffic (United States vs. Reading, 226 U. S. 324, 357, 1912).

#### INTENT IS ALWAYS THE MAIN ISSUE

A conspiracy in restraint of trade, then, is a *plan* or *purpose* to accomplish certain things. The conspiracy itself, of course, is invisible and intangible, since it is wholly a state of mind; but its *effects*, in the form of aggressive sales policies, can be readily detected. It is the duty of the courts to decide whether those facts of aggressive salesmanship are really the effects of a conspiracy or of something else. This point can best be illustrated by quoting the words of a Federal District Judge in charging the jury in the case of Buckeye Powder Company vs. E. I. DuPont de Nemours Powder Company (D. C., N. J., 1914):

"You, in your consideration of the facts," said the Judge, "of course, will endeavor to ascertain whether they stand isolated or are steps in a general plan. If they are the former, that is, separate and disconnected, I think you would have great difficulty in finding that they show such an attempt at monopolization as is necessary to maintain this suit. If, however, you find that they bear a relation to each other, and the facts satisfy you, in the manner that I have charged you, that they are part and parcel of a general plan, or steps in a deliberate purpose, the question then is: What is that plan or purpose? Such plan might be either legitimate or illegitimate. Was such a plan or purpose to merely protect the legitimate interests of the defendant in the trade, that is, was it for the purpose of protecting such

## In proportion to the circulation

You cannot take a bottle of ink and throw it into a barrel of water and still write with it. Don't let talk about "Class" or "Mass" confuse you.

In proportion to circulation the New York Evening Post carries over thirteen times as much advertising as the seventh paper (which has the largest circulation).

9 times as much as 6th paper  
8 times as much as 5th paper  
5 times as much as 4th paper  
4 times as much as 2nd and 3rd papers

Publication Office	Western Office
20 Vesey Street	McCormick Building
New York	Chicago

Member A. B. C.

## Comparisons

are not always odious. For instance, it is not odious to us to compare this year's business with that of any preceding year, because

## PHYSICAL CULTURE

in 1915 is breaking all previous records in the amount of advertising carried.

In times of war and the resulting business uncertainty, advertisers are unusually discriminating in their selection of media. That PHYSICAL CULTURE has benefited by this discrimination, affords us keen satisfaction.

New York Office: 1 Madison Avenue  
O. J. ELDER, Manager

Chicago Office: Peoples Gas Building  
W. J. MACDONALD, Manager

Member of Audit Bureau of Circulations

**PAUL BROWN**  
**COMMERCIAL ARTIST**  
 137 W. 40th ST., NEW YORK CITY.  
 PHONE 4800 RIVERVIEW



You will find the book worth reading. It was originally prepared for our salesmen but it tells the story of fountain pen construction in such a concise, interesting way that we want you to have a copy. It explains why Moore's won't Leak — why a Moore's is always ready to write without coaxing.

*A post card will bring the book and the name of your local dealer.*

AMERICAN FOUNTAIN PEN CO.  
 ADAMS, CUSHING & FOSTER, Inc.  
 148 Devonshire Street, Boston, Mass.

*Moore's won't leak*

NOTICE TO DEALERS—Send today for Catalog and Price-list

part or all of the trade which it had acquired theretofore by legitimate means, or which, by reason of its capacity and ability to supply, it was reasonably entitled to in free and open competition; or was it to harass and oppress its competitors so that in the end, be it near or far removed, they would cease to be independent competitors and leave it master of the market? If you find that such protection, and not oppression, was the purpose and the use made of such steps or parts of a plan, then the defendant is not liable in damages simply because as an incident to the carrying out of that plan, a competitor was injured in his business or property."

That states the law about as definitely and comprehensively as it has ever been stated. It also indicates the tremendous importance which isolated acts of salesmanship may assume, when they are grouped together for consideration by a jury. Indeed, aggressive sales methods are the commonest form of evidence in anti-trust cases, and every manufacturer should scrutinize his sales policies with the greatest care. Fortunately the courts have pointed out certain kinds of competitive acts which are regarded as objectionable, and which will pretty certainly be construed as evidence of an intent to restrain trade unlawfully. In succeeding articles I shall take up that practical phase of the subject.

*(To be continued)*

### Gunnison to Manage B. R. T. Advertising

The entire advertising of billboards, painted signs and car cards of the Broadway Subway and Home Boroughs Advertising Co., Inc., is now under the direction of Stanley E. Gunnison.

### W. M. Dotts with Leslie-Judge

Walter M. Dotts has joined the Eastern advertising staff of Leslie's and Judge.

**"GIBBONS Knows CANADA"**

## Advertising Affiliation Clubs to Join A. A. C. of W.

THE Cleveland Advertising Club voted on September 1st to join the Associated Advertising Clubs of the World. The Rochester Club voted affirmatively on the same proposition a few days later, and according to T. W. Garvin, secretary of the Cleveland Club, the Buffalo Club will determine its stand without delay.

"I understand from the Detroit officials," continued Mr. Garvin, "that it is a foregone conclusion that the vote there will be in favor. We hope that all of the four clubs will apply for membership on the same date."

During the June convention of the A. A. C. of W. several members of the Affiliated Clubs approached President H. S. Houston at the Congress Hotel, with the suggestion that the clubs of which they were members might find it advantageous to join the larger association. Mr. Houston gave assurance that the clubs of Detroit, Cleveland, Buffalo and Rochester would be cordially welcomed as members of the A. A. C. of W. He pointed out that according to the constitution of the latter body it would be necessary for them to seek membership as individual clubs rather than as an affiliation of clubs.

For a long time the Affiliated Clubs have held out against joining the international association, and Mr. Houston feels particularly gratified that so early in the club year these four flourishing clubs have determined to cast their lot with the larger organization. The Associated Clubs will likewise be strengthened by the decision of the Federation of Trade Press Associations, which voted last week to apply for membership therein.

There is nothing to prevent the member clubs of the Affiliation, Mr. Houston explained to PRINTERS' INK, from maintaining that organization, should they decide to do so,

*"—he profits most, who serves best!"*



GRANT SLOCUM

—our editor has speaking engagements before farmers' meetings and Chautauquas almost every working day during August and September.

—last year he addressed more than 250,000 farmers who saw him, heard him and believed in him.

**CLEANER**  
and  
**Business Farmer**  
One Hundred Thousand  
Twice-a-Month  
DETROIT

## ENTHUSIASM —THE— FOUNDATION

We are two Britishers reared in opposite corners of the world, each old enough to have had common-sense kicked into him, and young enough to have still youth's enthusiasm. We are keen alert business men by nature, and our training has been unique, for we have come by very different routes to this phase.

Together we are a stronger force than the total of our individual energies working separately, therefore we have decided to utilize this combined force in future, and in the interest of a live manufacturer who has set his heart on the steady development of a first-class European trade. Are you interested? Then hear our story, it's full of interest.

We are thoroughly conversant with European marketing conditions, both the advertising and selling sides; our records prove it. We can only handle successfully one firm at one time. Is it to be yours? Dictate a letter to your stenographer now, and tell her to address it to:—"DUO," Box 313, PRINTERS' INK Office, N. Y.



# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY  
Publishers.

OFFICE: 12 WEST 31ST STREET, NEW YORK CITY. Telephone 1030-1-2-3 Madison Square. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: Marquette Building, J. C. ASPLEY, Manager.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Third National Bank Building, A. D. MCKINNEY, Manager, Tel. Olive 43.

Issued every Thursday. Subscription price, two dollars a year, five dollars for three years, one dollar for six months. Five cents a copy. Foreign Postage, one dollar per year extra. Canadian Postage, fifty cents.

Advertising rates: Page, \$60; half page, \$30; quarter page, \$15; one inch, \$4.90.

JOHN IRVING ROMER, Editor.

NEW YORK, SEPTEMBER 16, 1915

## The Government's Attitude Toward Business

A year hence we shall be in the midst of a Presidential campaign which bids fair to be of the utmost importance to the business men of this country. There will be a vast deal of talk about the European war, the Mexican imbroglio, and the tariff; there will be the usual discussion of personalities and past records in office; but unless all signs fail most signally, the underlying issue of first importance to business men will be none of those. The great question which is to be decided a year from this coming November is that of the Government's attitude toward business itself. Shall we have a continuance of the strict interpretation of the laws against "restraint of trade," such as has been the policy for the past decade, or shall a more elastic policy take its place?

Like many another economic problem, it is not the easiest thing in the world to put one's finger on the right answer, and yet that answer, for the immediate future

at least, is almost certain to be determined by the votes of what we are accustomed to call the "plain people." Are concerns like the Eastman Kodak Company and the International Harvester Company to be compelled to tear down the structure they have been years in building? Let the people answer. Is it a cardinal principle of our form of government that trade shall be unrestricted; that any man who wishes to enter a given field of effort may do so without restraint, and may find his outlets through regular trade channels without hindrance from those who are already established? Again, let the people answer. The laws on the subject are expressed in such general terms as to admit almost unlimited elasticity of interpretation. Since 1908 we have witnessed the greatest zeal on the side of strict and unyielding enforcement. The future policy is largely to be determined by the results of the coming election.

Business men who have at heart not only the welfare of their own concerns, but the welfare of all business enterprise generally, will want to study the issue from all possible angles. Probably there is no subject which touches the business community so nearly which is less understood than this subject of trade restraint. A few court cases against prominent concerns loom up like headlands, while literally hundreds of other cases never reached the courts, but terminated in some form or other of unconditional surrender and lie buried in the Department of Justice or the records of the District Courts. The policy of the Government with respect to business methods cannot rightfully be judged from the comparatively few cases which have been contested. It is necessary to obtain a broader view of the whole subject, not alone in its relationship with large and conspicuous concerns.

PRINTERS' INK endeavors to give its readers that broader view in the series of articles by Gilbert H. Montague, which begins in this issue. Mr. Montague is a member of the New York Bar, and has a collection of records in anti-trust



cases which is said to be second only to that of the Department of Justice at Washington. Many of the cases he cites are unreported, and are here published for the first time. He has not written a series of legal articles, but a plain, straightforward and business-like exposition of the kinds of aggressive salesmanship which the Government and the courts have declared to be illegal.

No attempt is made to demonstrate that the Government's policy is sound or unsound, or that its results are beneficial to business or the reverse. The facts are given at first hand, with complete citations of authorities, and business men may be trusted to draw their own conclusions.

### **The Private Brand a Doubtful Asset**

It is argued by a good many careful students of trade conditions that the conflict between the chain store and the independent dealer resolves itself into a contest between the private brand and the manufacturer's trade-mark. It is true that many products which bear the manufacturer's trade-mark are sold by the chains, but it is only in a few exceptional stores that they are sold in such a way as to enhance the good will which belongs to the manufacturer. If the trade-marked goods are featured at all, in the majority of chain stores, it is usually as a "leader" at a price which the average independent cannot afford to meet. The ultimate tendency of the chain is the creation of good will for its *own* brands, or the brands which it controls—an object which is quite natural, and thoroughly consistent.

Such an object, however, is hopelessly at odds with the purposes of the manufacturer of trade-marked goods, and of the independent retailer. Insofar as the chain is able to build up a settled demand for its controlled brands, it reduces by so much the possible market for the manufacturer's brands. Leaving all questions of price-cutting and similar unfair tactics aside for the mo-

ment, the chain store actually restricts the possible market for the independent retailer, by stimulating demand for goods which he cannot supply. It is not here primarily a question of *under-selling* the independent retailer; it is a question of controlling a demand which the independent cannot fill *at all* except on the chain store's terms. It is, as stated above, a conflict between the manufacturer's trade-marked goods which are accessible to all on equal terms, and the private-brand goods which are accessible only within a restricted group.

NOW PRINTERS' INK holds no brief for or against the chain store as an institution. It is a merchandising factor which, in the long run, will survive and prosper according to the measure of its usefulness. As long as it competes fairly, it has as good a right as any manufacturer to establish its brands in the public esteem. But PRINTERS' INK believes that there is a distinct public advantage in the standard brand of *known* origin and stable quality, as against the private brand of *unknown* parentage and doubtful integrity. It is with regret, therefore, that we notice what seems to be a growing tendency among independent dealers—aided often by manufacturers—to "fight the chain store with its own weapons"; in other words, to adopt the private-brand policy and attempt to compete by price comparisons.

The retailer who resorts to private brands in competition with the chain store, and the manufacturer who abets him, are both of them in the wrong camp. They are directly promoting the disorganization of the market with a multiplicity of brands, out of which condition the efficiently organized chain store will glean the profit. The greater buying power of the chain can secure better quality in its brands—at a given selling price—than the independent dealer can get. The chain has the capital to push its brands in ways which would be foolhardy for the independent merchant to attempt. In attempting to "fight the chain store

with its own weapons," the dealer is only giving his adversary an added advantage.

No; the salvation of the independent retailer, as we see it, lies in quite another direction. In the conflict between the private brand and the manufacturer's trademark, he is necessarily on the side of the manufacturer. He cannot hope to beat the chain store at its own game, but he *can* play *his* game to the limit of his skill and endurance. Every bit of added popularity for nationally advertised, trade-marked goods (which the chains cannot "control") is an added handicap to the success of the chain's private brands. Every customer who is thoroughly sold on the merits of a national brand is one less customer for the chain's controlled brands. And instead of standing alone, the dealer has behind him the force of the manufacturer's national advertising; he can add a part of the manufacturer's good will to his own.

### **No Business of an Adver- tising Club**

Far be it from us to insinuate—or even so much as hint—that the town of Fort Smith, in Arkansas, cannot produce a pair of shoes which are in every respect the equal of the finest product of Brockton or Campello, Massachusetts; that the Fort Smith brands of breakfast food are in the slightest degree less tasty and nourishing than the output of Battle Creek or Niagara Falls; that Fort Smith falls one whit behind Grand Rapids in the quality and durability of its furniture, or is surpassed by even one pennyweight in the silverware of Meriden, Connecticut, or Oneida, New York. If we seem to suggest anything of the sort, we hereby humbly beg the pardon collectively of the Fort Smith manufacturers, and of the Fort Smith Ad Club in particular.

It is the latter organization which has a slogan, "Fort Smith-made goods for Fort Smith people," and is conducting a rather elaborately worked out propaganda to popularize home prod-

ucts, and de-popularize those which originate elsewhere. A series of meetings is to be held for manufacturers, jobbers and dealers, and the last-named group are to be urged—naïvely enough, to be sure—to "co-operate with manufacturers of nationally advertised goods *where they do not conflict with Fort Smith-made products.*" Somehow or other, we find ourselves wondering how our Fort Smith friends would regard a similar propaganda in Fayetteville, Clarksville or Van Buren. And suppose one of Fort Smith's manufacturers should desire to extend his trade territory to include Memphis, or St. Louis, or Fort Worth?

But seriously, and quite soberly, we have never regarded it as within the functions of an advertising club to attempt to build a Chinese wall of exclusion around its particular "trade territory." Our notion of the business of an advertising club—old-fashioned as it may be—is the promotion of an understanding of advertising as an economical and efficient selling force, and the spreading of the gospel of standard goods of known origin and value. If the development of narrow provincialism is anybody's business, it belongs to the Chamber of Commerce or the Board of Trade—not to the advertising club. The idea that nationally advertised goods are to be pushed only when they do not "conflict" with the home-made product is an absolute contradiction of sound advertising principles.

### **New York Ad Men's League Considers Moving**

Harry Tipper, president of the Advertising Men's League of New York City, has called a meeting of the League for this week to consider moving into larger quarters. The location under consideration, the letter to members explains, would be a "regular home, with upstairs and downstairs, dining-rooms here and there, reading-room, writing-room (especially recommended to the fellow whose office is too noisy for real creative work), café, and all the other conveniences desired."

It is believed that by increasing the annual dues to \$30.00 a year the added cost of the proposed new clubrooms could be taken care of.

**M**R. W. M. HART,  
formerly of "Town  
& Country" has been ap-  
pointed Western Mana-  
ger of PHOTOPLAY  
MAGAZINE, 350 No.  
Clark Street, Chicago.

JAMES R. QUIRK  
*Vice-Pres. and Gen. Manager*

# The Little Schoolmaster's Classroom

WHY is it that the average advertiser is willing enough to pay a real, substantial sum for a drawing, and unwilling to pay a corresponding price for a photograph of equal artistic merit? The Schoolmaster doesn't pretend to know all the reasons why, but it is true. And right there, in the Schoolmaster's opinion, advertisers are overlooking a good opportunity. The scarcity of really artistic photographs in the advertising pages provides the chance for somebody to add attractive value to his space by making use of them.

\* \* \*

Of course it is quite true that artistic photographs are not easy

to get, but that is largely because there is little or no market for them—at any price which will pay a man for making them. Advertisers are used to paying for photographs on a strictly commercial basis; so much for the materials, so much for time, so much for overhead, plus a profit. A photograph is regarded as a mechanical product, pure and simple, and the idea of paying for the photographer's artistic ability—as we pay for the painter's ability, for example—doesn't occur to us. Just as we expect to buy half-tones at so-much per square inch, we want photographs at so-much per negative—and we get that kind. There are men in the business, however, who can make pictures with a camera which rank well up with the work of any of the leading commercial artists, only they make them for their own satisfaction and that of their friends. They don't try to sell that kind to advertisers, though, because they can't be sold on a commercial basis.

\* \* \*

The Schoolmaster remembers reading not so very long ago, a very solemn article in which it was maintained that the possibilities of typographical display had been exhausted, and that for the future the advertiser must be content to set his message in one of a limited number of conventional forms. Solemn bosh! Did you ever see anything more "conventional" than the average hotel bill-of-fare? Yet take a look at the accompanying reproduction. Except for the hand-lettered slug at the top, it is all type composition, and some of it is even

## SOUTHBORO ARMS

- 1 FRUIT CEREAL EGGS (2) BOILED, SCRAMBLED, SHIRRED OR ON TOAST
  - 2 FRUIT CEREAL GRIDDLE CAKE, MAPLE SYRUP
  - 3 FRUIT CEREAL COFFIN IN CREAM BAKED POTATO
  - 4 FRUIT OR CEREAL FRIED EGGS (2) WITH HAM OR BACON BAKED OR FRENCH FRIED POTATOES
  - 5 FRUIT OR CEREAL PLAIN, JELLY OR CHEESE OMELETTE BAKED OR FRENCH FRIED POTATOES
  - 6 FRUIT OR CEREAL BROILED HENPOD BAKED OR FRENCH FRIED POTATOES
  - 7 FRUIT OR CEREAL DINNERPOD SAUSAGES (20 pieces) BAKED OR FRENCH FRIED POTATOES
  - 8 FRUIT OR CEREAL BROILED LAMB CHOPS (2) BAKED OR FRENCH FRIED POTATOES
  - 9 BROILED BELGIAN STEAK BAKED OR FRENCH FRIED POTATOES
  - 10 BROILED HALF SPRING CHICKEN BAKED OR FRENCH FRIED POTATOES
  - 11 (DINNER) FRUIT CEREAL BAKED BEANS FIVE CANS BAKED OR FRENCH FRIED POTATOES
- FRUIT Baked Apples Sliced Peaches Blueberries GRANGE JUICE 25  
Sliced Bananas Oranges
- CEREALS READY OATMEAL, PORRIDGE, WHOLEWHEAT, CRACKED WHEAT, TO ORDER HONEST, CREAM OF WHEAT OR OTHER STANDARD CEREAL
- VEGET AND COFFEE OR ENGLISH BREAKFAST TEA OR COCOA OR MILK SERVED WITH ABOVE BREAKFASTS
- WHEN NOT INCLUDED IN ABOVE COMBINATIONS CHOICE OF FRUIT 25, CEREAL 25, BACON 25, HAM 25, DINNERPOD SAUSAGES (20 pieces) 25, GRIDDLE CAKE, MAPLE SYRUP 25
- POLAND 20-25 WHITE ROCK 25-30 APOLLINARIS 20-25 CLYNNIC 25 CELESTINE VICTY 25-30

PLEASE ORDER BY NUMBER  
SERVICE IS FOR ONE PERSON POSITIVELY NO CHANGE IN COMBINATIONS  
SERVICE TO ROOM 25 EACH PERSON  
BREAKFAST 1.00

A BILL-OF-FARE THAT DEPARTS FROM THE CONVENTIONAL IN TYPE DISPLAY

filled in on a typewriter. None the less it is appetizing, and "different." If so much can be done to display a simple breakfast menu, the Schoolmaster hardly thinks that *all* the possible advertising layouts have been discovered.

\* \* \*

From Roy B. Simpson comes the following "vote of thanks" which was apparently mailed to all members of the St. Louis Ad Club.

Mr. Simpson says he has failed to discover any organization known as the "Temple of Truth," so the outburst must go down in history as anonymous as well as unanimous.

#### UNANIMOUS VOTE OF THANKS

At a meeting of the Association of Manufacturers of Family Medicines held recently at the Temple of Truth, St. Louis, Mo., a heartfelt vote of thanks was tendered to the St. Louis Advertising Men's Club for their commendable action in discountenancing all forms of advertising in connection with

## Investigations Among Retail Merchants For Agencies And Manufacturers

Agencies and manufacturers who are interested in securing reliable merchandising information direct from the retail merchants of from five to forty states can secure such information through our trained Service Department investigators. That is their entire work with us.

Full information as to class of dealers, territory covered, etc., may be had by addressing at any office, the

### MERCHANTS TRADE JOURNAL, Des Moines, Iowa

NEW YORK, Flatiron Bldg.

CHICAGO, Lytton Bldg.

BOSTON, Publicity Bldg.

56,000 Retail Merchant Subscribers

# PARSONS

## OLD HAMPDEN BOND

THAT  
OUTLASTS  
THE MAILS  
AND  
THE FILES



Write for "How to Test Bond Paper"—a handy little book, well illustrated, that tells how expert papermen judge quality in Bond Papers. A simple series of "experience" tests that anyone can readily use and KNOW how good a paper he is buying. Address **Parsons Paper Company, Holyoke, Mass.**

## The First Time

in twenty years I am without a position. In that time I have been a newsboy, a country printer, a U. S. Soldier, a cost clerk, a production clerk, assistant manager and manager of Service and Parts Department of one of the largest automobile factories in the country, a purchasing agent and manager of a large automobile supply business.

I am familiar with organization and system work, both manufacturing and selling.

Over six years with last employer. Am 34 years old and have a good appearance and plenty of references. My salary has not been under \$5,000 per year for several years.

### **What Have You To Offer?**

Address, "A. D." Box 314, care Printers' Ink

## **Are You the Advertising Man?**

With initiative and business getting ability. A man who has ideas and can work along constructive lines; mentally alert, hard working, with ambition and clean record. A man who doesn't take No for an answer. Reply by letter epitomizing career, emphasizing points of interest, and enclose photograph. For the right man a splendid future. Address "E. P.," Box 316, care PRINTERS' INK.

## **Lincoln Freie Presse**

LINCOLN, NEB.

Actual Average Circulation **133,992**

Our biggest circulation is in the States of Iowa, Wisconsin, Minnesota, Nebraska, Illinois, etc., in the order named. All subscriptions paid in advance. Flat rate, 35c.

## **A Copy Writer and Service Man Wanted**

One with creative ideas, must be versatile, able to make strong forceful layout, write interesting and convincing English. Technical knowledge and experience. Must have good specimens of copy and strong clean record. Send selling letter on self, sample copy and photograph. For the right man a splendid future. Address "M. T.," Box 315, care PRINTERS' INK.

the sale of medicines, whether patented or otherwise.

The Association of Manufacturers of Family Medicines do not advertise, neither do they permit any member to advertise. They do not believe in advertising, and they regard all forms of newspaper or magazine advertising as degrading, and one reason for this vote of thanks is that no set of men have done more to make this truth evident than the St. Louis Advertising Men's Club. They have proven that advertising degrades a doctor, we know that it degrades a medicine, and no doubt it reduces the status of any advertised goods.

Through the efforts of the St. Louis Advertising Men's Club the sale of advertised medicines has fallen off and the legitimate trade in non-advertised medicines, sold by us directly from the wagons to the consumer, has gained rapidly. It would be ungrateful of us if we did not acknowledge the source of our additional prosperity, hence these resolutions. The condemnation of advertised goods by the St. Louis Advertising Men's Club has done wonders. We use their literature and truth label in our campaigns.

It was also resolved that a copy of these resolutions be sent to the secretary of the St. Louis Advertising Men's Club, to be spread upon the minutes of the next meeting, if they ever hold another.

St. Louis, Mo., Temple of Truth, Aug., 1915.

## **C. S. Furness With McKim Agency**

C. S. Furness, assistant business manager of the Toronto *Daily News*, has joined the advertising agency of A. McKim, Ltd.

He has been with the *News* for 12 years. Five years ago he was made advertising manager, which position he held until a few months ago, when he was appointed assistant business manager.

## **WANT-AD MEDIUMS**

New Haven, Conn., Register. Leading want-ad. med. of State. 1c a word. Av. '14, 19,414.

The Portland, Me., Even'g Express and Sun. Telegraph carry more want ads than all other Portland papers combined. 1c a wd., 7 times 4c.

The Baltimore, Md., News carries more advertising than any other Baltimore daily. It is the recognized Ad. Med. of Baltimore.

The Minneapolis, Minn., Tribune, Daily and Sun., is the leading want ad medium of the great N. W. carrying more paid want ads than any other daily newspaper in the Twin Cities. Printed in '14, 116,791 more individual Want Ads. than its nearest competitor. Rates: 14c. a word, cash with order; or 12 cents a line, where charged. All advertising in the daily appears in both the morning and evening editions for the one charge.

The Buffalo, N. Y., Even'g News is the best classified adv. medium in N. Y. State outside N. Y. City. Write for Classified Rates, sworn cir. statement and rate card.

Chester, Pa.—The Times and Republican cover afternoon and morning field, in a community of 120,000 population.



# Classified Advertisements

## ADVERTISING WRITER

**Job-work Advertising Service** for Agents or Managers—highly specialized ability. Copy, research or campaigns, house-organs, booklets, publicity stories, etc. Results or money back basis. Let me quote you prices. Box 610, c/o P. I.

## BILLPOSTING

**10¢ a Sheet Posts R.I.**  
FRAMING & BILLBOARD BOARD LITHOGRAPHED PRINTING  
 ADDRESS LAFAYETTE BUILDING, PROVIDENCE, R. I.  
**Standish-Barnes Co.**

## BUSINESS OPPORTUNITIES

**FOR SALE**—An established Mail Order Business that can be run in connection with a mail order clothing or shirt business. 15,000 cash customers. 25,000 live prospects. Box 615, care P. I.

## FOR SALE

**FOR SALE**—At an exceptional bargain, slightly used high speed thirty-two page cylinder Duplex printing press, in perfect condition. Owners having consolidated and using larger press. Write for price and particulars. A. McNeil, Jr., Post Publishing Co., Bridgeport, Conn.

## HELP WANTED

**WANTED: A LIVE CITY EDITOR FOR MORNING DAILY, WESTERN CITY** 75,000, SALARY \$45. ADDRESS BOX 643, CARE OF PRINTERS' INK.

**PACIFIC COAST REPRESENTATIVE** to sell direct advertising for the largest Direct Advertising concern in the country. Please state experience, qualifications and expectations. Box 639, care of Printers' Ink.

Salesman wanted by very large printing plant with complete equipment in New York City. Experienced successful man on large work only one who will be considered. Write, giving experience, references, present and previous connections. Box 556, care P. I.

Salesman wanted by large New York City printing concern. Man who is successful in securing orders for high grade catalogs and booklets, and who can talk intelligently to customers from an advertising standpoint and assist them in getting up their printing. Also who is competent to get business by creating new printing for customers. Unusual opportunity for competent man. Write experience, references, salary. Box 557, care P. I.

**ADVERTISING MANAGER WANTED**—Experienced in advertising and selling a specialty through jobbers and retailers. Must understand every detail of planning and executing a large campaign. State in first letter all an employer is likely to want to know. Icy-Hot Bottle Co., Cincinnati, O.

Salesman wanted to secure business for battery of Harris Presses for old established printing house in New York City. Man familiar with and successful in this particular field. Write giving experience, references, past and present employers, salary. Box 558, care P. I.

**SALES AGENT OR MANUFACTURER'S REPRESENTATIVE WANTED.** Our display or sales-fixtures save space in every store or factory. Splendid permanent business. Earnings limited only to producer's efforts. Leads—Correspondence—and Sales-manager's co-operation. Start side line if you wish—but full time preferred. State age—connections—territory—to Goldberg Display Fixtures, 130 W. 24th St., N. Y.

## POSITION WANTED

Are you looking for 6 ft., 1 1/4 in. of good physique, college education, a really winning personality, and ambition? I have all of these. Also 25, experienced, employed, and single. Enough? "I can." Box 634, c/o P. I.

Assistant to publisher, Bus. or Adv. Mgr. American, Christian, married; 15 years in responsible executive positions on N. Y. publications. Thoroughly understands printing, engraving, presswork; domestic and export catalogue compilation; correspondence and detail. Highest references. Box 635, c/o P. I.

**AMBITIOUS Advertising Student** (23) desires position. Some experience; salary secondary. Experienced correspondent and typist. (Can look after Adv. Mgr's detail.) Box 633, c/o P. I.

**AGENCY COPYMAN OF EXPERIENCE SEEKS POSITION AS ADVERTISING MANAGER OR AGENCY COPYWRITER.** BOX 627, CARE OF PRINTERS' INK.

Have you opening for writer of salesmanship copy; designer of strong display; illustrator in line, wash, and colors. Correspondent, Box 628, care of Printers' Ink.

## Man You're Looking For

I've sold dress goods and magazine subscriptions. I've done editorial work and sold space. For three years was chief copy and plan man on group of papers in mechanical and hardware fields. College education, engineering training. Age 27. Careful, logical analyst with initiative and stamina.

Box 630, care of Printers' Ink.

Experienced advertising man desires position with agency or can take charge of or assist in advertising department of national advertiser. Good copy writer and layout man. Address Box 629, care of Printers' Ink.

Advertising solicitor and executive of wide, successful experience, well acquainted among advertisers and agencies through eastern territory. Now engaged, would change; opportunity chiefly consideration. Correspondence strictly confidential. Box 631, c/o P. I.

Young Advertising Man with department and retail store experience. Good correspondent and capable of planning campaigns. I. C. S. graduate. Age 22. Salary secondary consideration. Can furnish best of references and send samples of work. If you have an opening for an ambitious young man, write, Box 625, care P. I.

General office man of initiative and executive ability; age 32. 13 years' experience in advertising and newspaper business; estimating, printing, engraving; supervise checking and auditing departments; thoroughly familiar with every detail of an advertising agency and newspaper office. Moderate salary. Box 640, c/o Printers' Ink.

**YOUNG MAN SEEKS OPENING** with advertising agency or national advertiser. He is a college man (23) and for two years has represented a nationally advertised specialty on the road. Has produced the business. References of the best. Salary is secondary to opportunity for advancement. He is a live man of ability. CAN YOU USE HIM? Box 638, c/o P. I.

## Service Manager and Sales Promotion Man Seeks Change

He has initiative and energy. Plans results—and gets them. His copy is productive; he knows printing, engraving and costs. Has handled heavy correspondence and developed office efficiency. Is a college graduate and married.

And he is looking for a permanent connection with a firm that is going ahead. Address Box 637, c/o Printers' Ink.

### PUBLISHING BUSINESS OPPORTUNITIES

Monthly farm paper, 100,000 circulation, located Middle West. Price \$25,000. Good opportunity. Harris-Dibble Company, 171 Madison Ave., New York.

### STANDARD BOOKLETS

Highly Specialized ability to write and design and facility to print small and large editions of booklets, standardized 3½x6, in 8, 16 and 32 pages, with covers. Twelve standard styles. Our original methods cut cost and save you money; our "copy" sells your goods. We will design and print 1,000 Style No. 1 for \$17.75; 5,000 for \$42.75. Samples if requested on your letterhead. THE DANDO CO., 26-32 So. 3rd St., Philadelphia, Pa.

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# ROLL OF HONOR

**Birmingham, Ala., Ledger, dy. Av. for 1914, 30,849. Best and cleanest advertising medium in Alabama.**

**New Haven, Conn., Evening Register, dy. av. for '14 (weekly) 19,414 dy., 2c.; Sun., 17,158, 5c.**

**Joliet, Ill., Herald, evening and Sunday morning. Av. year ending Dec. 31, '14, 9,775.**

**Peoria, Ill., Evening Star. Circulation for 1914, Daily, 21,789; Sunday, 11,469.**

**Burlington, Ia., Hawk-Eye. Av. 1914, daily, 9,999; Sunday, 11,108. "All paid in advance."**

**Des Moines, Ia., Register and Leader-Tribune, daily average 1914, 69,501; Sunday, 47,783. Iowa's Supreme Want Ad Medium. Send for town by town and zone circulation booklet.**

**New Orleans, La., Item, net daily average for 1914, 56,960.**

**Bangor, Me., Commercial. Average for 1914, daily 11,753.**

**Portland, Me., Evening Express. Net av. for 1914, dy. 20,944. Sun. Telegram, 14,130.**

**Baltimore, Md., News, dy. News Publishing Company. Average 1914. Sunday 61,947; daily, 80,176. For Aug., 1915, 74,577 daily; 66,488 Sunday. The absolute correctness of the latest circulation rating accorded the News is guaranteed by the Printers' Ink Publishing Company, who will pay one hundred dollars to the first person who successfully controverts its accuracy.**

**Salem, Mass., Evening News. Actual daily average for 1914, 20,021.**

**Worcester, Mass., Gazette, eve. Av. Jan. to Dec., '14, 24,626. The "Home" paper. Largest evening circulation.**

**Minneapolis, Minn., Farm, Stock & Home, semi-monthly. Average first 3 months 1915, 124,666.**

Circulation is practically confined to the farmers of Minnesota, the Dakotas, Montana, West'n Wisconsin and North'n Iowa. The most prosperous section of the United States. Rate 50 cents a line based on 115,000 circulation. Use it to reach this section most profitably.

**Minneapolis, Minn., Tribune, W. J. Murphy, publisher. Established 1867. Oldest Minneapolis daily. Average net paid circulation for 1914, daily Tribune, 109,957; Sunday Tribune 155,144.**

**St. Louis, Mo., National Farmer and Stock Grower. Actual average for 1914, 129,373.**

**Camden, N. J., Daily Courier. Daily average circulation for 1914, 11,014.**

**Buffalo, N. Y., Courier, morn. Av. 1914, Sunday, 99,241; dy. 67,100; Enquirer, ev., 47,556.**

**Schenectady, N. Y., Gazette, daily. A. N. Lietz. Actual average for 1914, 23,017.**

**Cleveland, O., Plain Dealer. Est. 1841. Actual av. for 1914, dy. 124,913; Sun., 155,342. For August, 1915, 133,228 daily; Sun., 163,582.**

**Chester, Pa.—Times, dy. av. '14, 9,161; Morning Republican, dy. av. Apr.-Sept., '14, 4,328.**

**Erie, Pa., Times, dy. Aver. circulation, '14, 23,270; 27,731 av., August, '15. A larger guaranteed paid circulation than all other Erie papers combined. E. Katz, Special Agt., N.Y.**

**West Chester, Pa., Local News, dy., W. H. Hodgson. Aver. for 1914, 12,505. In its 43rd year. Independent. Has Chester Co. and vicinity for its field. Devoted to home news, hence is a home paper. Chester Co. second in State in agricultural wealth.**

**Wilkes-Barre, Pa., Times-Leader, eve. exc. Sun. A.B.C. audit to March 31, 1915, 19,130.**

**York, Pa. Dispatch and Daily. Average for 1914, 20,322. Covers its territory.**

**Newport, R. I.—Daily News, eve., 66th year. Covers field. Circulation for 1914, 4,845.**

**Providence, R. I., Daily Journal, Av. net paid for 1914, 20,653. (©©) Sun., 33,018. (©©) The Evening Bulletin, 48,772 ave. net paid for '14.**

**Tacoma, Wash., Ledger. Average year 1914. Daily 22,286, Sunday 29,107.**

**Tacoma, Wash., News. Average for year 1914, 22,576.**

**Janesville, Wis., Gazette. Daily average, 1914, 7,129. April, 1915, average, 7,579.**

## GOLD MARK PAPERS

**Bakers' Helper (©©) Chicago. Only "Gold Mark" journal for bakers. Oldest, best known.**

**Worcester, Mass., L'Opinion Publique. (©©) Only French daily among 75,000 French pop.**

**Brooklyn, N. Y., Eagle (©©) is THE advertising medium of Brooklyn.**

**New York Dry Goods Economist (©©) the recognized authority of the Dry Goods and Department Store trade.**

**New York Herald (©©) Whoever mentions America's leading newspapers mentions the New York Herald first.**

**N. Y. Scientific American (©©) has the largest cir. of any tech. paper in the world.**

## THE PITTSBURG (©©) DISPATCH (©©)

The newspaper that judicious advertisers always select first to cover the rich, productive Pittsburgh field. Best two-cent morning paper, assuring a prestige most profitable to advertisers. Largest home delivered cir. in Greater Pittsburgh.

**Providence, R. I., Journal (©©) only morning paper among 600,000 people. "The R. I. Bible."**

**The Memphis, Tenn., Commercial Appeal (©©) is the only paper in the state of Tennessee to have received the Gold Mark Award. The Commercial Appeal passes both quality and quantity tests. Daily, over 64,000; Sunday, over 98,000; weekly, over 96,000.**

**The Milwaukee, Wis., Ev'ng Wisconsin (©©) the only Gold Mark daily in Wis. The home paper that deserves first consideration when advertising appropriations are being made.**

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## This Sign

is hanging now in the windows of over 1,200 of Chicago's highest grade Grocery Stores.

It forms a real connecting link between Chicago Tribune Advertisers and the 500,000 housewives in Chicago. It shows those housewives *where to go* to get the best Food Products in the world—the products advertised in *The Chicago Tribune*.

20,000 lines of Tribune space, at The Tribune's own expense, are being used this Fall to tell Chicago housewives how important it is to them to look for this **TRIBUNE SIGN**.

*Food Product Advertising* in The Chicago Tribune will have an even greater value from this time on than it has had before, and wise Food Product Makers will be quick to take advantage of it.

## The Chicago Tribune

The World's Greatest Newspaper

(Trade-mark Registered)

Circulation Over { 500,000 Sunday  
300,000 Daily

Member Audit Bureau of Circulations

Eastern Advertising Office: 251 Fifth Avenue, New York City